

# PRINTERS' INK

Registered U. S. Patent Office  
A JOURNAL FOR ADVERTISERS  
185 Madison Avenue, New York City

VOL. CLIII, No. 6

NEW YORK, NOVEMBER 6

10c A COPY

AMERICA'S

## Biggest

MARKET . . .

MORE THAN a million babies are born annually . . . nearly half our population consists of children . . . women do 80%

of our buying . . . which means that mothers are the true guardians of the nation's purse strings. They buy the cod-liver oil. They select the talcum powder. They choose the brand of mineral oil, the milk of magnesia, the many products which go into the medicine cabinet.

And so Squibb advertising is designed primarily to gain the good-will of mothers. It talks not so much of the great pharmaceutical and biological laboratories of E. R. Squibb & Sons, nor of the strides of scientific medicine, but rather of the simple every-day things of life and of the simple trustworthy products which the House of Squibb has made since 1858 and which contribute so much to the comfort and safety of home.

Human-interest advertising . . . about health and home, children, and growth. One of the Squibb advertisements recently won a Harvard Award for excellence. Of far greater importance, however, is that Squibb advertising is winning the confidence of mothers wherever the printed page is read.



● **N. W. AYER & SON, INCORPORATED**

*Advertising Headquarters*

WASHINGTON SQUARE, PHILADELPHIA

New York

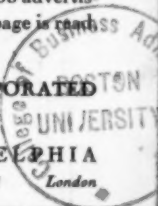
Boston

Chicago

San Francisco

Detroit

London



# FEDERAL

Advertising Agency, Incorporated  
NEW YORK

\*

SELECTING the right agency to co-ordinate your Advertising and Selling for maximum dividend paying power is as easy as A. B. C. if you remember:

- (A) "Put it up to Men Who Know Your Market." Twenty-two years ago Federal's Birth Announcement concluded with the above words. It was the declaration of a principle that has since become common law in successful advertising practice—the principle that advertising and merchandising are synonymous.
- (B) "The Interrupting Idea" in Advertising and Selling—the Interrupting Idea is a thought so expressed in advertising that it interrupts the reader, focuses his attention, registers in his memory and impels him to buy—AND, it is demonstrable at the point of sale.
- (C) "The 3-Point Contact" insures uniformly effective service to all our clients. An executive who plans and supervises, a copy writer who creates and a detail representative who follows through comprise a complete contact that gives each Federal client a Special Service of his own inside Federal, effectively supplemented by the resource and council of the entire staff.

SALES MANAGERS will appreciate the fact that Federal clients have averaged over ten years with Federal since its birth twenty-two years ago—perhaps, because Federal advertising always works with the salesman. It is the one advertising agency that has built its service on the above fundamentals. Its clients will tell you how it works.

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# PRINTERS' INK

Registered U. S. Patent Office

Issued weekly. Subscription, U. S. A., \$3 a year. Printers' Ink Publishing Co., Inc., Publishers, 185 Madison Avenue, New York, N. Y. Entered as second-class matter June 29, 1893, at the post office at New York, N. Y., under the Act of March 3, 1879.

VOL. CLIII

NEW YORK, NOVEMBER 6, 1930

No. 6

## Special Drive Pushes Sales 22 Per Cent Over Quota

The Story of a Sales and Advertising Campaign That Did Not Go Off Half-Cocked

By W. E. Underwood

SO often, so lamentably often, a brilliantly conceived selling drive results in meager sales or goes bump on the rocks because salesmen were not properly informed, because the advertising was not ready in time, because the hundred and one details were not thought out in advance and synchronized.

It is the easiest thing in the world for highly capable sales and advertising executives to become so enthusiastic over a good sales idea that they are impatient with any delay and want immediate action. With only a half-baked job of preparation, with a host of unsettled details, the sales craft is launched—so full of holes that only a miracle can prevent it from sinking a bit later with all hands.

Actually, a selling campaign in which all the ramifications have been considered and worked out and for which all the advertising details have been prearranged and timed, is so rare that it deserves to be stuffed and put in a museum where all earnest advertising men may examine and study it. That is the object in relating to you the story of how the Georgia Power Company set out to sell \$850,000 of electric refrigerators in a fifty-two-day

campaign (May 5 to July 3) and how it actually sold not merely the quota set but a total of \$1,039,975, which is a lot of anybody's money and represents a gosh-awful lot of refrigerators for the sovereign State of Georgia.

### OUR ANNUAL SPRING SALE

#### GENERAL ELECTRIC ALL-STEEL REFRIGERATOR

Of the hundreds of thousands of owners—not one has ever spent ONE CENT FOR SERVICE



Model G-118—\$125 down, \$12 a month, 12 mos. G. E. paid all over, delivered within 10 days. Terms cannot be better.



It's our annual spring sale of General Electric Refrigerators and it's a real money saver for you to own this great, economical, trouble-free electric refrigerator. Add you

must pay in \$10 down, the balance in 10 equal monthly installments with your electric service account.

Of almost unbroken the cabinet of a General Electric comes with the doors closed up. All machines in the top line are built solid against dirt, air and moisture.

Of the nine thousand General Electric owners in Georgia—the hundreds of thousands of them—we are not one has ever spent one cent for service.

Visit us right away. These terms will be offered for a limited time. They suggest immediate action.

## GEORGIA

POWER COMPANY

A CITIZEN WHEREVER WE SERVE

Newspaper Advertising During the Special Drive  
Featured the Easy Payment Offer

It is only fair to say that the plan and selling execution were by H. A. Pendergraph, merchandise manager, and that the advertising was by J. M. Stafford, Jr., merchandise advertising manager. Words and music were by a very excellent crew of enthusiastic

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# Sales Log

"A Record of Progress"

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Published by and for the Sales Department of the

**GEORGIA POWER COMPANY**

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No. 306
ATLANTA, GEORGIA
May 26, 1930

**REFRIGERATION BANDWAGON SPEEDING ALONG**

THE SALESMAN WHO  
THINKS THAT 4  
OR 5 HOURS WORK  
A DAY IS GOING  
TO GIVE HIM A  
DECENT INCOME IS  
MAKING A BIGGER  
MISTAKE THAN THE  
MOTORIST WHO  
THOUGHT THE RED  
LIGHT MEANT "GO"



NEITHER rain nor mud nor floods nor winds were capable of retarding the progress of the Georgia Power Bandwagon as it wended its way over the Bandwagon trail this past week. The members of the Merchandise Division on board this fast-moving vehicle were concerned with only one thing, and that was reaching 100% land ahead of Old Man Quota and his twin two motorcycle.

If you will glance at the map which is prominently displayed on the wall of your store, you will notice that the Company Bandwagon has now passed Brunswick and is doubling back over into the central part of the state. Folks, that means that over 95% of the total quota has been reached. Old Man Quota when last heard from was phlegging along in the direction of Augusta. Through Wednesday this fellow had 30%

*A Weekly Publication for the Salesmen Carried the Latest News of the Campaign*

salesmen. The great majority of the refrigerators sold were General Electric.

By January 1 it had already been decided that the time of all salesmen or solicitors would be devoted to electric refrigerators for the period of May 5 to July 3 and sales quotas were set. Despite the later event of less favorable business conditions no subsequent change was made in these quotas.

By the first of March the selling and advertising plan had all been worked out and put down in black and white; costs had been estimated and approved. The decks were clear to go ahead with all details of preparation.

The planning included the following items:

1. Setting of time and period of the campaign.
2. Determination of sales quotas for thirty-seven districts.
3. Development of special time payment offer.
4. Preparation of the "Bandwagon Trail Contest" for salesmen.
5. Establishment of three classes of prizes for salesmen.
6. Establishment of three classes of prizes for merchandise sales supervisors, division commercial managers and district managers.

7. Schedule of divisional meetings.

8. Complete prospectus of campaign for each salesman and person involved.

9. Series of newspaper advertisements in fifteen daily and 126 weekly papers.

10. Preparation for mailing a series of four pieces to 12,000 prospects.

11. Outdoor posting in each town where the Georgia Power Company has a retail store.

12. Street-car cards and dash signs.

13. Store and window display.

14. Advertisement on monthly customer statements.

15. Special thrice-a-week publication, "The Trail Blazer," for salesmen.

16. Adaptation of regular weekly publication for salesmen, "The Sales Log."

The fifty-two days chosen for this activity represent the natural peak period for refrigerator sales as shown by past experience. Obviously, no more fruitful season for a sales drive could be selected.

The duration—fifty-two days—right again. General experience in refrigerator selling has been that a thirty-day campaign usually falls short of maximum returns as



## THE COMMON TONGUE

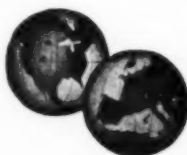


"Lingua franca" they called it in those days when the English Language was being born of a Norman father and a Saxon mother. It marked the slow fusing of two alien civilizations—the meeting ground of dissimilar peoples—for mutual understanding.

Today's business world talks a lingua franca of supply and demand, the meeting of human needs by honestly produced supply, and the telling about it in terms of universal humanity.

The wider the experience of the advertising agency, the more able it should be to talk for its clients in all countries the common success language of the world.

## McCANN-ERICKSON INCORPORATED



NEW YORK  
CHICAGO  
CLEVELAND  
SAN FRANCISCO  
LOS ANGELES  
SEATTLE  
DENVER  
MONTREAL  
TORONTO  
VANCOUVER  
WINNIPEG  
LONDON  
PARIS  
FRANKFORT a.M.

many salesmen do not really hit their stride until after the first three weeks. On the other hand, it is extremely difficult to maintain a high pitch of contest enthusiasm among salesmen for more than sixty days. By that time there is no novelty left and the cellar champions especially are ready for a new deal.

Sales quotas were set for each of the thirty-seven districts of the Georgia Power Company. The districts comprise most of the whole State. The territory is most varied in nature. The Atlanta district is cosmopolitan. Some districts are quite rural. Some districts are almost entirely dependent on income from agricultural products. Sales possibilities in each district were very carefully analyzed and quotas were set upon the basis of past sales experience plus the consideration of every new element. That the quotas were accurately and fairly allotted is evidenced by the fact that only five out of thirty-seven districts failed to exceed 100 per cent of quota and the lowest finished with an admirable 86 per cent.

When electric appliances are sold by a public utility company the satisfaction and good-will of the customer must be assured. Should the customer become dissatisfied with the purchase, no matter what the reason, the utility company feels it must refund his money and repossess the goods. It is further the general policy of utility companies to offer the most attractive time payment terms possible on electric appliances in order to encourage their use.

For these reasons and as an added incentive to buy during the special sales drive, a time payment offer was made effective only for the period of the campaign. Any model of the General Electric household refrigerator was offered on terms of

\$10 down and balance over thirty months. Commercial models of both General Electric and Kelvinator were offered on the same terms but in actual selling, merchants were usually willing to make a larger down payment on the purchase of commercial refrigerators.

Meetings were scheduled in advance of the campaign for the five divisional offices and a dramatic program of presenting the campaign to the salesmen was arranged.

At the proper time in advance of the opening of the campaign, the commercial and advertising executives at headquarters put on their seven league boots and started on their barnstorming tour of these divisional meetings.

In this way a word-of-mouth presentation of the campaign was made to every salesman and a very complete printed prospectus was left with him showing divisional, district and individual store quotas. It contained all necessary prices, terms and descriptions of refrigerators; complete information

### GEORGIA POWER COMPANY

#### Dear Customer:

The prospect who bought a refrigerator of food in a problem in any sense of the word, but General Electric has an easy answer. Responsibility upon the merchant's due to customers and even, perhaps, to the world.

With a General Electric Refrigerator a customer's home safety is in no danger to himself at all times... every day in the year.

You can be in perfect and to your family to safeguard the health of your home. With a General Electric you can be certain that the growth of bacteria is kept at a minimum.

Within a few days the General Electric which we have been extending to our customers for the purpose of General Electric Refrigerators will be available. We want you to start our story right now to select the price of your selection... and to make your order with confidence. General Electric Refrigerators from the day forward.

Yours very truly,

Georgia Power Company

Social... like  
a can of Peaches...



A Selected List of 12,000 Prospects Received Four Mailing Broadside in Color—This Is the First Page of One of These

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Four  
First



Left — Knitting Room in  
Holeproof Hosiery Plant.

Below — A View in the  
Bradley Knitting Mills.



## \$60,000,000 Annually for Milwaukee Textiles

**M**ILWAUKEE'S 112 textile manufacturers employ 13,000 steady workers . . . pay an annual wage of \$17,000,000 . . . produce more than \$60,000,000 worth of goods annually.

More hosiery is made in Milwaukee than in any other city in the world. In the production of other knit goods, clothing, millinery and caps Milwaukee also ranks high among the leading cities. Yet the textile industry pays only a small part of Milwaukee's \$200,000,000 annual industrial wage . . . because it is the *best balanced* industrial city in the nation.

Diversification provides *steady incomes* in Milwaukee. And Milwaukee Journal coverage of more than four out of five families enables you to sell this reliable metropolitan market with *one paper* at an advertising cost *below average*.

## THE MILWAUKEE JOURNAL

**FIRST BY MERIT**

Read by More than Four out of Five Milwaukee Families!

about the contest and prizes, and an outline of all advertising, including several samples.

A portable stage was carried to each of these meetings together with "talkies" by means of which salesmen were "sold" on the advantages of the General Electric refrigerator and were shown the ways and means of successful selling. Representatives of the refrigerator manufacturers were also present to aid in the instruction.

So often such meetings are rather disparagingly referred to as "pep" meetings—meetings at which some silver-tongued sales orator, without the backing of any particular plan or selling aid to offer, hopes to stimulate sales to new heights by sheer enthusiasm.

The Georgia Power meetings were distinctly not of this nature. There was enthusiasm, plenty of it, but it was enthusiasm for a perfectly practical plan, so thoroughly predigested that every salesman could easily visualize his part in it and why his effort, with ample advertising backing, would have every chance for success.

Salesmen were told about the "Bandwagon Trail Contest." To Georgia Power salesmen there is a perennial and personal foe to be licked. He is known as "O.M.Q." an abbreviation of Old Man Quota. In past years he has assumed many different guises. He has been a satanic majesty in the form of an aviator, an army general and a prize fighter. This time he was a motorcyclist, starting out on his motor-bike at the opening of the contest. His path was the bandwagon trail, a route which would take him to practically every Georgia Power Company store in the State. The trail was marked off in percentages of quota, beginning at Atlanta and finally ending there. For example, the first day, Old Man Quota progressed as far as Douglasville; the second day he reached Bowdon—4 per cent of quota and 4 per cent of the length of the Bandwagon Trail.

At the opening gun on May 5 the Georgia Power Bandwagon started on the Bandwagon Trail in an effort to overtake Old

Man Quota on his motor-bike.

Each store was furnished with a large map of Georgia on which was a scale drawing of the Bandwagon Trail.

Small cut-outs of Old Man Quota a-ridin' on his bike and of the Bandwagon were fastened to this map and their positions changed daily to show the progress of the campaign.

The "Trail Blazer," issued three times a week, was a special campaign bulletin by means of which each store and district was kept informed of progress.

Cash prizes totalling \$350 were offered to salesmen in four classifications, the classifications grouping those districts of comparable size. These prizes were as follows: \$125 to the salesman of the Class "A" district selling greatest per cent of quota in its classification; \$75 to the salesman of the Class "B" district selling greatest per cent of quota in its classification; \$75 to the salesman of the Class "C" district selling greatest per cent of quota in its classification; \$50 to the salesman of Class "D" district selling greatest per cent of quota in its classification; \$25 to the sub-office, regardless of classification, selling greatest per cent of quota.

For meeting certain qualifications, ten merchandise sales supervisors, division commercial managers and district managers were given a free trip to Detroit, Toronto, Montreal, Boston, New York and Jacksonville. Division commercial managers and division sales supervisors had to qualify for the trip by selling in their territories one-third of their campaign quotas by May 22, 65 per cent of their campaign quotas by June 4 and 100 per cent or more of their quotas by the end of the campaign on July 3. District sales supervisors and district managers qualified through selling the greatest per cent of quota in their classifications.

Throughout the campaign continual interest was maintained in the free excursion to Canada—in all the bulletins and at every sales

(Continued on page 130)

New England's Second Largest Market

130,283

was the average net paid  
circulation of

**The Providence Journal  
and  
The Evening Bulletin**

for the six months ending September 30,  
1930. This is a net gain of 4,625 copies  
per day over the corresponding period end-  
ing September 30, 1929.

These newspapers have never given a pre-  
mium to a single subscriber. Their circu-  
lation is greater than that of all other  
English language dailies in Rhode Island  
combined.

Space in these newspapers may be bought  
separately, or optional combination at a de-  
cided saving.

**PROVIDENCE JOURNAL COMPANY**  
**PROVIDENCE, R. I.**

REPRESENTATIVES

CHAS. H. EDDY COMPANY  
Boston New York Chicago

R. J. BIDWELL COMPANY  
Los Angeles San Francisco Seattle

## Another Cinderella Product Meets Its Merchandising Prince

The Whitney Carriage Company Uncovers a Dormant Market for Clothes Hampers and Adds a New Product to Its Line

THAT the old-established company inevitably can uncover new merchandise to manufacture and so develop a new use for its basic product, once again is shown by the way in which the seventy-four-year-old F. A. Whitney Carriage Company is advertising and merchandising up-to-date clothes hampers.

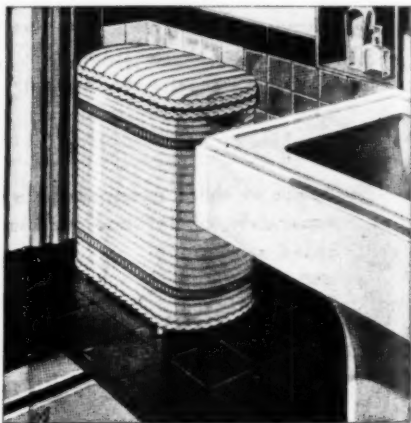
Here is an item as old as bathrooms, and yet in the modernization of the bath it has remained a Cinderella patiently waiting for an observant merchandising prince to come along. While apparently all other accessories of this part of the home have been dressed up colorfully, the clothes hamper has been grossly neglected. The current campaign of the Whitney company on the Pannier is aimed to surround this Cinderella product with the romance that thus far has passed by.

According to K. M. Walters, advertising manager, the Whitney Carriage Company had developed, over a period of years, a particularly fine-woven fiber for use in its baby carriages. This woven fiber, it proved, was an ideal fabric out of which to fashion clothes hampers because it had great mechanical strength as well as physical beauty. Previously hampers for soiled clothes were loosely knit of willow or rattan with interiors sometimes holding many sharp points to tear thin dresses and stockings. But the new woven fiber, when made into clothes baskets, formed a smooth interior that in no way endangered the sheerst of garments.

Appreciating that clothes have to be collected somewhere and that the most convenient place to store them while waiting for wash day is the bathroom or a corner of the bedroom nearby, the company decided that a dormant market for clothes hampers could be awakened by putting style into this household necessity, all of whose surroundings had been modernized.

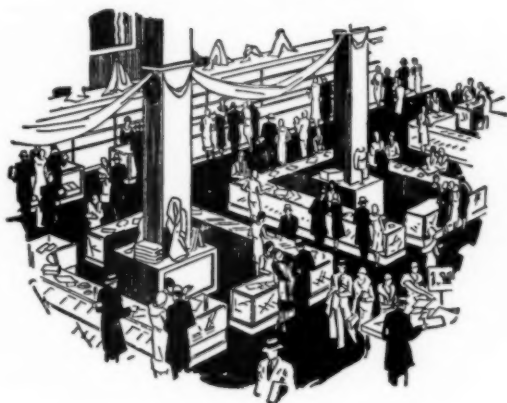
With color a factor in the bathroom, with leading manufacturers styling fixtures in a modern manner for the bath, and with consumers fully receptive to such ideas, the company experimented with designs and colors for clothes hampers aimed to fit harmoniously into today's bath ensemble. The result of these experiments was a number of models—some of them designed to serve as seats as well as containers—upholstered in cretonnes and glazed chintzes.

Finding by investigation that the



*Style in Clothes Hampers—The Whitney Company Beautified This Bathroom Product and Advertised It—This Illustration Is from a Magazine Advertisement*

# What Department Store Advertising Signifies In Detroit



**PROBABLY** in no other field of advertising does leadership signify more than in the department store field, for here checking methods eliminate guess work and every line of space is placed solely on the basis of cash register results. Therefore, the fact that The Detroit News published 1,397,830 more lines of department store advertising than the other local papers combined is a consideration of utmost importance to the advertiser who would cover the great Detroit market economically.

With its daily and Sunday issues reaching more than 80% of the financially able homes in its area, The News, alone makes possible the use of commanding space at a single, economical cost.

## The Detroit News

THE HOME NEWSPAPER

Member 100,000 Group of American Cities

New York: I. A. KLEIN, INC.

Chicago Office: J. E. LUTZ

ordinary clothes hamper had its distribution 90 per cent in department stores and 10 per cent in retail furniture outlets, the company made a preliminary test among fifteen department stores. To try the new models on buyers accustomed to the conventional hamper, the company sent a special representative to call on these stores in various parts of the country. Not only did he sell every one of the stores visited, but the interior decorators, architects, and housewives on whom he also called all expressed interest in the idea behind Panniers.

As a result of this interest, and following the selection by these stores and individuals of designs, in August and September the new line was announced in business papers. This advertising was followed up by mailings to a list of 2,500 Whitney carriage dealers during the last week in August.

Meanwhile, in July—during what ordinarily is a lull in the baby-carriage business—the company sent several of its carriage salesmen on a tour of first-grade department stores to sell nothing but Panniers. That is, the company utilized its regular salesmen to merchandise the new product in outlets different from the ones the salesmen usually called on. Orders on this first trip were so satisfactory in number and size that the company is sending the same men out on a second similar trip.

Having laid out a consumer campaign to run in color pages and in black and white, in a style magazine, the company made advance proofs of the initial advertising and then merchandised this consumer effort by mail to dealers. With this mailing went an order blank for thirteen hampers to form a sample stock. This placing before prospective Pannier merchants a model order brought excellent results. A remarkable number of unit stocks were bought—an unusual occurrence in department store merchandising. Too, counter display cards of initial advertising were ordered in numbers far exceeding company expectations.

The consumer advertising, which this mailing and the counter cards feature, illustrates how fully the company played up style as the basic sales factor in merchandising this neglected product. Having obtained color charts from prominent bathroom fixture manufacturers, the Whitney company standardized on six colors, though announcing that it will supply Panniers in many desired tints. With these standard colors, which will fit into most bathroom ensembles, the company featured in an illustration a bathroom whose basic color was green.

"X marks the spot where so many good color schemes go wrong," said the headline which referred to a mark on a green Pannier in one corner of the bathroom. Copy continued: "Mighty trifles indeed are these smaller bits of furniture whose correct tone and placement help you to achieve the perfect effect. As in bathrooms. F. A. Whitney Carriage Company offers a bathroom Pannier exactly suited to your color motif; suited also to the utility and convenience of all the family. The Pannier, a smart clothes hamper."

Copy further talked color, strong construction, protection for delicate fabrics, and fitness for the modernly decorated bathroom. Six illustrations of varied colors and shapes finished off the presentation. Inquiries from this consumer advertising are being carefully followed, with information supplied as to stores handling the Pannier.

According to Mr. Walters, reception of this restyled clothes hamper and orders for it have far exceeded the expectations which the company held out when it decided to play merchandising prince and add to its long established line an entirely new product.

### S. K. Wilson Joins Newell-Emmett

S. K. Wilson, formerly copy director of The Erickson Company, now merged with The H. K. McCann Company as McCann-Erickson, Inc., has joined the Newell-Emmett Company, New York advertising agency, in a copy and executive capacity. Mr. Wilson also was formerly vice-president of the Baker-Wilson Corporation, New York.

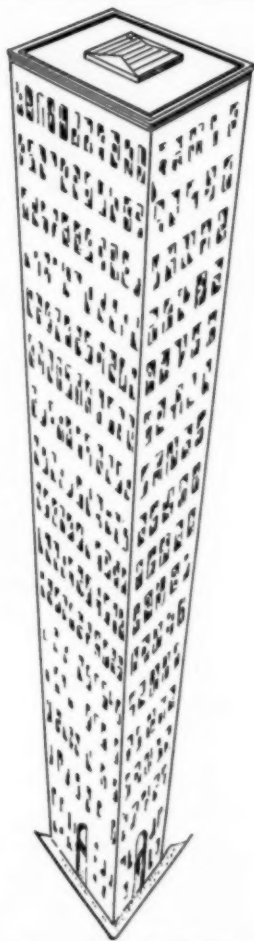
SO there's an upward trend in construction nationally, too! But for money-use (and the suggestion of buying power) consider the comparison nationally, in Florida, and in Jacksonville, the major city of Florida. Down in this flourishing southeastern area people are saying, "Times are good." Naturally they buy more liberally; guiding their selection by means of "Florida's Foremost (7 morning) Newspaper."



National Construction:  
Increase 4 Percent



Florida Construction:  
Increase 13 Percent



Jacksonville Construction:  
Increase 47 Percent

## The Florida Times-Union

JACKSONVILLE, FLA.

Represented Nationally by REYNOLDS-FITZGERALD, Inc.  
New York . . . Chicago . . . Philadelphia . . . Los Angeles . . . San Francisco  
Member of the 100,000 Group of American Cities

# THERE IS A RISING TIDE OF

. . . in the kitchen, the living room, the shop, every familiar path of life. Things are "Built for Beauty because Beauty Pays."

And art in industry . . . color and beauty in all things for the everyday . . . are making new demands upon media. To meet these demands, The Daily News presents weekly in Chicago a strikingly popular and attractive color section . . . MIDWEEK.

Four-color photogravure in reproduction, tabloid in size, smart and modern in its specially prepared editorial content, Midweek presents a new and much-in-keeping approach to the Chicago market for the advertiser whose product responds to this quality presentation.

Let a Daily News representative tell you how MIDWEEK advertising schedules are increasing from month to month and WHY.

# A DE OF shop, "Built y in all g new Daily popular n size, l con- eping whose WEEK month



## ADVERTISING REPRESENTATIVES:

### CHICAGO

Home Office  
Daily News Plaza  
Tel. Dearborn 1111

### NEW YORK

John B. Woodward, Inc.  
110 E. 42d St.  
Tel. Ashland 2770

### DETROIT

Joseph R. Seelars  
3-241 General Motors Bldg.  
Tel. Empire 7810

### SAN FRANCISCO

C. Geo. Krogness  
383 Crocker 1st Nat'l Bank  
Bldg. Tel. Douglas 7892

### ATLANTA

A. D. Grant  
711-712 Glenn Bldg.  
Tel. Walnut 8902

*Member of The 100,000  
Group of American Cities*

## THE CHICAGO DAILY NEWS

Chicago's Home Newspaper

## Things Like This Don't Just Happen - so

*Oklahoma gained 7,050 farms in the last five years, census figures show. Northern and eastern states lost up to 29%.*

*Texas and Oklahoma ranches crumbled under the plow. Virgin soil, fertilized by the centuries, is yielding up its hoarded wealth.*

*Pacing this remarkable advance, the Oklahoma Farmer-Stockman has shown the new Southwest its stride. Now, more than ever, it is an influence in this young and vigorous farm market.*

### THE OKLAHOMA FARMER-STOCKMAN

OKLAHOMA CITY  
THE OKLAHOMA PUBLISHING CO.  
The Daily Oklahoman Oklahoma City Times WKY  
National Representative E. Katz, Special Advertising Agency

# Weathering the Depression

Third Article of a Series Which Indicates That Real Profits Are Possible Now

By Roy Dickinson

ADVERTISING history seems to be repeating itself. When I pointed out last week that no less than forty-four out of the fifty-two firms previously listed that are making far above average profits, are well known as advertisers, several people reminded me of Prof. Vaile.

During the depression of 1921, Professor Roland S. Vaile, of the University of Minnesota, made a study of the sales records of 230 leading American companies. His results, as reported in the *Harvard Business Review*, were in the nature of a tribute to the power of advertising in depressions.

He divided his companies into three groups, each representing all lines of business. One group was composed of fifty-eight companies that had increased their advertising during the period of business depression; the second group included sixty-seven companies that had decreased their expenditures, and the third group included 105 firms that had not been noted as advertisers either before or during the depression. Taking the year before the depression as a base equal to 100, those companies that had increased their advertising during the period of depression showed, as a whole, a loss of 12 per cent in sales, whereas the companies that had cut their appropriations showed a 26 per cent decrease.

Here is an interesting fact that promises to come true again. By the next year, those companies that had increased their advertising during the dull period, had a 7 per cent gain in sales over their peak year of 1920. The companies that cut their advertising appropriations were still in the red with a 12 per cent loss.

As has been indicated in the two previous articles in the series, many companies that are earning far above the average this year—in

several cases more than in the peak year of 1929—contribute a large portion of their success to increased advertising and more intelligent sales efforts.

Such concerns as the National Biscuit Company, whose remarkable record was discussed in last week's issue; Wm. Wrigley, Jr., whose net profit for the first nine months of this year was \$4.52 a share on 2,000,000 capital shares as compared with \$4.33 a share in the same period of last year, have increased rather than cut down on their advertising effort. AutoStrop Safety Razor Company added a new product, increased its advertising and showed a net profit of \$1,411,574 for the nine months ended September 30 as compared with \$759,247 for the same period last year.

Now if Professor Vaile's research, which has already repeated itself as to the present, carries on to the future, it will continue to be shown that companies that are increasing their advertising now will go ahead at a surprising rate. He carried his comparison of 1921 on to 1924 and discovered that the companies that had increased advertising were by that time 31 per cent ahead of sales of the peak year of 1920, whereas the companies that cut advertising rose only 5 per cent above the line of the peak year after five years.

The methods by which a group of leaders have managed to hold profits far above normal in an off year, as reported in *PRINTERS' INK*, have aroused wide national comment. A large number of newspapers have reprinted the outlines of policy that appeared in these pages, and there have been numerous editorial comments, of which the following from the *Chicago Daily News* is typical:

GOOD JUDGMENT AND COURAGE WIN  
Widespread as has been the business depression for a year or more,

many American corporations—and no doubt some European corporations as well—not only have managed to avoid losses, but have increased their output and their sales, realizing fair profits as a result of their operations. How did they do it? Every business man should be interested in learning the answer to this question.

Replies to inquiries addressed by **PRINTERS' INK** to fifty-odd corporations which had reported substantial gains over last year's business indicate that the gratifying results in each case are attributable to well-known and generally approved methods of conducting the affairs of any wide-awake concern.

Some corporations turned their attention to the reduction or elimination of waste and to the improvement of their products. Others increased their expenditures for advertising and took particular care to place their advertisements in the best mediums. Still others intensified their sales efforts and gave special attention to the tastes and requirements of potential buyers. In no instance was the pay of employees reduced. Indeed, it was recognized that discouragement and reduction of individual buying power would have been incompatible with the purposes which the management had in view.

Since millions of Americans can afford to spend more money than they have been spending in recent months, one way to convert a theoretical demand for goods into an effective demand is to make attractive offers, reach the right elements by judicious advertising and apply scientific methods to distribution and salesmanship.

Most of the companies in our list of two weeks ago which told their methods of keeping up profits in an off year, indicated that they didn't believe in formulas.

Yet a careful examination of all their replies makes two points stand out. Most of them who are advertisers increased their appropriations. Many of them increased man power at a time when so many companies have laid people off. The two replies that follow are typical of the above:

**RICHARD C. HARRISON**  
*President*  
White Rock Mineral Springs  
Company

It is, of course, difficult to assign specific reasons for the ability of the White Rock company to maintain and increase its volume of business during the first three-quarters of the current year. It

may interest you to know, however, that with the approach of slack times we decided that White Rock products had become so thoroughly standardized in demand that we were safe in increasing our advertising appropriation and our sales effort. The advertising expenditure was increased approximately 10 per cent with very gratifying results.

Our sales organization is one of which we are very proud as it consists of a group of specialists who have been with us for many years and who have been thoroughly schooled in getting as near 100 per cent results as can be obtained. For many years we have added to our sales force with the utmost care and have selected and trained men with the idea that they were to be a permanent part of our organization. When we tell you that in the last twelve years we have had only one resignation from our sales force\* and only a negligible number of removals for cause you can estimate how closely this policy has been followed. The result has amply justified this policy. With dull times approaching we were not compelled to reduce our sales staff and were able through calling upon the reserve of loyalty and ability which had been built up to obtain the response shown in our operating statements.

In common with many organizations we have found slack times a not unmixed evil in that it has encouraged our executive staff to effect economies which might easily have been overlooked in flush times.

The net result is that we have shown an increase in net of 10 per cent over 1929 which was our banner year to date.

**THOMAS B. McCABE**  
*President*  
Scott Paper Company

"Business is full of axioms, rules and oratorical efforts—on the advantages of some pet idea, plan, trick method or magical power for making business better. I am sorry to say that we are not magicians, we have no geniuses that I am aware of, nor do I know of

any one single plan that we are pursuing that is not being carried further by others. Most of our ideas, our plans, our equipment, our personnel and even our money have been borrowed from others.

"It would be very difficult to emphasize the importance of any one specific effort, as our results are attained by a combination of efforts applied in every phase of the business. Success after all, I think, depends upon making a better product for less money, and telling more people about it through advertising than any one else dares or cares to do. The accomplishment of this, as you well know, means taking infinite pains with every phase of the business.

"In 1930 we have continued our usual program of:

"1. Intense specialization in making and marketing a few well-known brands—'ScotTissue' and 'Waldorf' towels and toilet tissue.

"2. Improving qualities by scientifically ascertaining what quality-features will better satisfy the great consuming public (we maintain a corps of twelve people called 'Consumers Representatives' for that specific purpose).

"3. Sales and advertising effort have been progressively increased and appropriations made larger.

"4. Intense study of personnel and general improvements made in our man power, particularly in supervisory positions.

"5. Better use made of our consultants who comprise the best known firms of advertising agents, consulting engineers, consulting chemists—auditors, legal advisers, our banking friends and a group of substantial stockholders among whom are some of the best known business men in this country.

"The program of intense application to our job, taking infinite pains with each phase of the business, persistently calling on the best consulting brains in the country to supplement the thinking of our people and trying to co-ordinate the efforts of a group of the finest human beings which I think were ever brought together, is being continued and furthered in 1930 as it has in previous years.

"We think it is a glorious task

to take humble products, which people need daily, and make those products better, cheaper and educate more people, through advertising, to want them.

"Evidently, the public subscribe to our program as they have rewarded us with increasingly more business. This year's business is about 10 per cent ahead of last year.

"Profits, incidentally, have increased proportionately. American business is a highly competitive affair, and requires as much, if not more, team work, co-ordinated skill, courage and daring as war or any other form of human activity. It is a race of strong corporate teams, each trying to excel in giving more for less money and obtaining a larger support of public good-will than the other. If we excel in our giving and it is made practical and the public really understands the extent of our services, it is remarkable the satisfaction they give us in making our businesses larger, stronger and often more profitable."

The "more profitable" angle of Mr. McCabe's reply is shown in the following official report of Scott Paper Company's earnings. For the first nine months of this year the net profit was \$753,526 after taxes and charges, equal to \$3.96 a share on the common stock, compared with \$692,216 or \$3.71 a share on approximately 6,000 fewer shares for the same period last year. Net sales for September of this year amounted to \$1,030,308, the largest month's volume of business in the history of the company.

The following reply from a large distributor of food products lists several policies which have a general application. Note particularly points "e" and "f."

M. H. KARKER  
President

Jewel Tea Company, Inc.

"It is difficult to single out and tabulate those elements to which our earnings record is due. A saving in direct distribution has been available to this company all the years of its life and can't be

said to account for this year's showing. New products have been added from time to time for many years. We adopted the policy of having special and suitable articles added to our grocery line for short periods—called 'In-and-Outs'—some three years ago. The company advertising is confined to the direct field and the schedule has not been changed this year. Improvements in products and packages are going on continually and no special emphasis has been placed upon this, this year. This seems to eliminate all but one of the possible sources of greater profit named in your request for specific information.

"The sales record of the company is better than the national average to this extent; the *Annalist* Index of business activity for the first seven months of 1930 shows a decline of 15½ per cent under the same months of a year ago. Jewel's total decrease in sales volume for the same period was 5.81 per cent, although volume per unit was down 10.67 per cent. A 9 per cent decrease in unit volume is accounted for by lower selling prices. The balance is actual loss in physical tonnage.

"And yet something undoubtedly accounts for the better showing in profit and that something I would summarize as follows:

"(a) A favorable inventory position at the end of the year 1929.

"(b) Careful attention to commodity markets, more rigid control of inventories, and improved efficiency and technique in buying.

"(c) A firm price policy made possible by the strength of the sales organization. Values to the customer were increased as commodity markets permitted, either through increase in the quantity for the same price or reductions in the unit selling price. The company refrained from following

many food distributors in rushing in with price decreases which resulted in sales at a loss before commodity markets made the reductions sound.

"(d) We did not set ambitious sales quotas and then waste twice their value in trying to reach them through campaigns, contests, and other false stimuli.

"(e) The comparatively minor readjustments of organization have resulted in a larger percentage of men selling goods and a smaller percentage keeping the records of what they do.

"(f) Buying habits do not change quickly. Jewel has stuck to tried and proven policies developed by experience, instead of rushing in to new ideas and doubtful schemes which always come to the top when business is in a panic.

"(g) Increased effort—sales and otherwise throughout the organization—on the part of every unit of personnel. The company has better men than ever before in its history and these men are giving to their jobs the extra hours of harder work necessary to profitable operation.

"So far as I can see, there just isn't anything spectacular or unusual in the causes for Jewel's 1930 prosperity. This is a business of 'sweating blood and saving pennies' and results have come this year—as they always have and always will—by sawing wood and leaving it to the other fellow to wait for business to get better. Every man in the Jewel organization is conscientiously trying to do the best he can with what he has where he is."

\* \* \*

The record of the next company, the Anchor Cap Company, for the first nine months of 1930, ended September 30, is as follows:

	1930	1929
9 months gross manufacturing profits .....	\$2,135,824	\$2,180,220
Expenses .....	796,169	811,447
Operating Profit .....	1,339,655	1,368,773
Depreciation .....	346,378	335,450
Other reserves .....	6,083	10,456
Other deductions less other income .....	6,502	47,697
Federal taxes, etc. ....	109,056	119,174
Net profit .....	871,636	855,996

# Of special interest to FOOD ADVERTISERS

**D**URING the first 9 months of 1930, a total of 187 general Food Advertisers bought space in Indianapolis newspapers. Of this number, 106 used *The News exclusively*.

## ● IN GENERAL FOOD ADVERTISING ●

The News **GAINED** - - - - 82,031 lines  
 The 2d paper **lost** - - - - 5,312 lines  
 The 3d paper **lost** - - - - 29,228 lines  
 The News **LED** the 2d paper - 582,783 lines (377%)  
 The News **LED** the 3d paper - 633,431 lines (609%)  
 The News **LED both combined** 478,711 lines (185%)

Because *The News* is read in the homes of the vast majority of Indianapolis families (86 out of every 100) . . . because it carries the great bulk of general food advertising (77% of the total in *all* Indianapolis newspapers) . . . it combines the two essentials of a highly productive and profitable advertising medium. Advertisers in Indianapolis can get volume sales at lower advertising cost per unit, because

***The News . . . ALONE . . . Does the Job!***



**The  
INDIANAPOLIS NEWS**

*Sells* **The Indianapolis Radius**

DON BRIDGE, Advertising Director

New York:  
DAN A. CARROLL  
110 East 42nd St.

Chicago:  
J. E. LUTZ  
Lake Michigan Bldg.

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# Tires and tribulations

**WHEN** New York's traffic lights at 6000 important intersections flick from green to red, a million tires rasp and slide to a stop on hard concrete.

Multiply that destructive friction by the number of "stops-and-goes" in the work day of a traffic officer . . . and one begins to realize the size of New York's annual tire bill.

Add in wear and tear on a score of other automobile parts and you begin to wonder about the situation in the automotive industry. Tribulations?

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Gotham's daily traffic parade is a pageant of profit to enterprising automotive manufacturers.

Maybe you think business isn't to be had here. But this is certain . . . nobody in the wide world breaks up an automobile as fast as the average New York motorist; and nobody buys gadgets and doodads for the car as enthusiastically as he.

An analysis of conditions shows the opportunities in this market for tire manufacturers. The Boone Man knows the answer.

## **New York Evening Journal**

**MAIN OFFICE: 9 EAST 40th ST., NEW YORK CITY**

REPRESENTED NATIONALLY BY THE RODNEY E. BOONE ORGANIZATION  
NEW YORK, International Magazine Building . . . ROCHESTER, Temple Building  
CHICAGO, Hearst Bldg. . . PHILADELPHIA, Fidelity Philadelphia Trust Bldg.  
DETROIT, General Motors Building . . . BOSTON, 5 Winthrop Square  
PACIFIC COAST REPRESENTATIVE, H. H. Conger, 3 Third St., San Francisco

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**The score at  
the end of the  
third quarter—**

**in general lineage  
for the first nine  
months of 1930  
compared to the  
same period for 1929**

**LINES**

**Detroit Times GAINED . 35,048**

**Detroit News LOST . . 607,180**

**Detroit Free Press LOST 204,604**

(MEDIA RECORDS)

**"THE TREND IS TO THE TIMES"**

*Represented Nationally by the* **RODNEY E. BOONE ORGANIZATION**

I. R. STEWART  
*President*

Anchor Cap Corporation

"As manufacturers of glass containers, caps and sealing equipment for glass containers, we naturally benefit by the present trend to the glass container. That the trend is unmistakably toward the glass container is perhaps best evidenced by the fact that it was only a few years ago that a comparatively few products were packed in glass. Today there are just a few short of a thousand products packed in glass, most of which are sealed with Anchor Caps.

"The ever increasing competition for the attention and good-will of the consumer is keener today than ever. Packages are being modernized so as to prove more attractive and more convenient to the consumer. Right now, for example, one of the largest food packers in the world is auditing its complete line of packages—comparing them with competitive packages—checking them for display value and convenience to the user."

While I have not considered this company as an advertiser in recording how forty-four out of fifty-two above the average profit makers in this year were advertisers, it is logical to comment on the fact that Anchor Cap does depend on national advertising for its sales. It is easy to see in Mr. Stewart's letter that the buyers of his caps for sealing glass containers must, most of them, depend on advertising for their sales to consumers.

Mr. Stewart's remark about auditing packages at this time contains quite a big thought for every manufacturer of a packaged product.

\* \* \*

Here near the end of the series are letters from three of the list of profit makers that I consider non-advertisers. Yet the McKeesport Tin Plate Company is an advertiser in the business press. Hershey, long noted as a non-advertiser, does have a town named for it, uses a trade-mark and in many other ways makes its name and product known.

E. R. CRAWFORD  
*President*

McKeesport Tin Plate Company

"I feel at a loss to put my hand on any specific thing which would account for our earnings during this year, unless it would be the fact that we are the only large tin plate manufacturer in this country whose entire attention is given to the making of tin plates. As you probably know, other tin plate mills are connected with large steel interests, while we have no other interest, thereby permitting our entire organization to concentrate on the manufacture, sales and service in connection with tin plate alone, and in this manner we have been able to effect certain economies and render a service that has proved very pleasing to our customers. In other words, we specialize in tin plates, which accounts for our being able to produce not only a very acceptable product for the purpose intended, but also, to render a real service to our customers, which we feel has been greatly appreciated."

Sales and service, concentration on one item, tells the story of successful operation in this case. While some companies which have diversified too much find themselves in trouble, companies in widely divergent fields as Coca-Cola, American Safety Razor Company, Bon Ami, Charles E. Hires, International Cement, Caterpillar Tractor and McKeesport Tin Plate, all among the profit makers, prove again that concentration pays.

\* \* \*

WM. F. R. MURRIE  
*President*

Hershey Chocolate Corporation

"We have made in our business this year no changes of our method of sales or distribution. Any results that have accompanied our operations for the year, I believe, can be traced directly to the cumulative effect of the best merchandise at the lowest price, together with the reputation of fair dealing spread over a long period of years."

C. H. HASKELL  
President

Beatrice Creamery Company

"The principal reason for our increase in earnings the first half is due to the economies effected in the properties acquired last year and the year before, also larger reduction in unit costs due to increase in unit sales.

"We have spent money in advertising only in a local way, so that from an advertising standpoint our record would be of little value. We have been more aggressive in our selling policies, but the increase is not due to the designing of any special product or any specific lines. There is a tendency in the whole dairy industry to more efficiency in operation and that is one of the reasons most of the dairy companies are showing an increase in profits."

Profits for Beatrice Creamery were \$6.29 per share of common stock as compared to \$5.48 for the same period last year, a truly remarkable record. This company now has in operation 159 plants and distributing plants located in 135 cities.

In addition to the names of listed companies to which I have hitherto been limited, several manufacturers, after reading the articles in this series, have told me their experiences. One such letter is from E. J. Boland, advertising manager of the Woodstock Typewriter Company, who says:

"It was very gratifying to read your article in the October 23 issue of *PRINTERS' INK* entitled, 'Weathering the Depression.'

"The list of companies on page four that weathered the depression is very impressive and should give renewed courage to other companies which are in a less fortunate position.

"The one significant point brought out by the heads of the businesses you interviewed is 'more intensive sales work.' This simple remedy is stated in several different ways but analyzed, the one word 'work' explains it all.

"The company with which I am associated, the Woodstock Type-

writer Company, is in much the same position as the companies who have weathered the depression. Our sales this year are running at least 20 per cent ahead of the same period last year.

"We feel that the only reason Woodstock's sales have increased month by month is that earlier in the depression, we convinced all our salesmen, branch managers, and distributors that in order to get business, they would have to work twice as hard to get it. Of course, it took time to convince each man that hard work would increase his sales, but when they tried it out they found it to be true. We advised all our men to make at least twice as many calls and place twice as many trials as they did this time last year."

\* \* \*

Another letter from the president of one of the largest manufacturing plants west of the Mississippi who does not wish to be quoted by name, sums up the news of a majority of the profit makers as outlined in these articles when he says:

"We faced two alternatives:

"1. Curtail our operations; produce a smaller quantity of goods daily; cut down our force of manufacture; cut down our selling force; reduce expenses all around. The result of this would be some conservation of capital but undoubtedly increased costs on goods produced.

"2. Continue operations on a normal basis; make no reductions in factory and selling forces; continue advertising to the same extent as before or make it a little more intensive; increase selling effort and continue the manufacture of goods to the fullest extent possible, thereby cutting down unit costs.

"We choose the latter course and found we were very wise in doing so. We have virtually maintained our sales to what they were before. Our unit costs have remained stable. While the intensive selling effort has somewhat increased our overhead we have found that our general position has been strengthened by the methods followed."

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# The Keyhole Viewpoint

The banker who is a baseball fan is as likely to prefer a newspaper for its sports section as for its financial news. And the clerk who is carrying five shares of Blue Sky Oil on margin picks his favorite paper for its market reports.

Individual cases by the score can be cited to "prove" anything you like about any newspaper. But no more than you can see all of a room through a keyhole can you appraise a huge newspaper circulation through knowing the reading habits of a score or a hundred people.

When you accept the principle that great newspaper circulations differ essentially in size alone, you will reduce your newspaper media problems to a minimum. And to help you understand and appreciate that principle, the Boone Man is prepared to show you a newly completed and most informative study of the Chicago Evening American's vertical circulation coverage in its relation to Chicago's population. This study will repay your interest tenfold—arrange to see it if only for its educational value.

## CHICAGO EVENING AMERICAN

a good newspaper now in its TENTH  
YEAR of circulation leadership in  
Chicago's evening field



National Representatives: RODNEY E. BOONE ORGANIZATION

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## Hoover to Address National Advertisers

**P**RESIDENT HOOVER will be the speaker at the twenty-first annual banquet of the Association of National Advertisers which will be held at the Wardman Park Hotel, Washington, on November 10. The talk by the President will climax a whole day which will have been devoted to conferences between advertisers and various departments of the Government. To these conference sessions and to the annual banquet, the association invites representatives of both publishers and advertising agencies.

Robert P. Lamont, Secretary of Commerce, will make the address of welcome. Speakers will be: Dr. Frank M. Surface, assistant director of the Bureau of Foreign and Domestic Commerce; C. W. Crawford, of the food and drug administration; William E. Humphrey, member of the Federal Trade Commission, and Frederic A. Tilton, third assistant postmaster general.

November 11 will be devoted to a speakerless session which will be attended by members of the association only, who will be given an opportunity to air their sales and advertising troubles and benefit from the knowledge of those members whose experiences might be helpful. The sessions will be closed with a special dinner meeting at which radio broadcasting will be discussed.

A morning session on November 12 will be addressed by Paul M. Mazur, partner of Lehman Brothers; Joseph P. Day, president of Joseph P. Day, Inc., and Ivy Lee. In the afternoon the Department of Commerce will hold open house for members of the Association of National Advertisers and their guests.

Program arrangements are under the direction of Stuart Peabody, general advertising manager of the Borden Company and chairman of the association's program committee.

## Consolidate Milwaukee "Wisconsin News" and "Sentinel"

The Sentinel-News Company, Milwaukee, has been incorporated with \$100,000 capital stock, and has become lessee of the Milwaukee *Sentinel*, mornings and Sunday, and the *Wisconsin-News*, afternoon newspaper. The two newspapers will be published under one management, the *Sentinel* to be published at the present plant of the *Wisconsin-News*, under the direction of Paul Block. The *Sentinel* has been published by Mr. Block and the *Wisconsin-News* is a Hearst publication.

Paul Block becomes president and publisher; M. F. Hanson, vice-president and general manager; W. E. Anderman, vice-president and assistant publisher; J. Newton Colver, advertising director, and A. L. Bower, advertising manager.

## Consolidate as Small, Kleppner & Seiffer, Inc.

Small, Lowell & Seiffer and The Kleppner Company, New York advertising agencies, have consolidated under the name of Small, Kleppner & Seiffer, Inc., at 17 East 45th Street. Otto Kleppner will be president, Albert Seiffer, vice-president and secretary, and Marvin Small, treasurer of the consolidation.

## Kelly-Springfield to Hommann, Tarcher & Sheldon

The Kelly-Springfield Tire Company, New York, has appointed Hommann, Tarcher & Sheldon, Inc., advertising agency of that city, to direct its advertising account. This appointment is effective February 1.

## Graham-Paige to Brooke, Smith & French

The Graham-Paige Motors Corporation, Detroit, has appointed Brooke, Smith & French, Inc., advertising agency of that city, to direct its advertising account. This appointment is effective December 1.

## Gar Wood Account to Advertisers, Inc.

Gar Wood, Inc., Marysville and Algonac, Mich., builder of runabout and cruiser type motor boats, has appointed Advertisers, Inc., Detroit advertising agency, to direct its advertising account.

## Timken Bearing to Zimmer-Keller

The Timken Roller Bearing Company, Canton, Ohio, has appointed Zimmer-Keller, Inc., Detroit advertising agency, to direct its advertising account, effective March 1, 1931.

## Appoints Young & Rubicam

The David Lupton's Sons Company, Philadelphia, steel windows and shelving products, has appointed Young & Rubicam, Inc., New York advertising agency, to direct its advertising account.

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# Figures— afterwards!

WHEN Jones buys something at a very low price, he is apt to pat himself on the back. But when the repair bills begin to come in, or the article shows early signs of giving out, or fails to accomplish what it was intended for, then Brother Jones sits down all by himself to do some honest-to-goodness figuring.

Now you naturally want to buy your printing at a reasonable price. But there is a dead-line. When you get below it—look out! You are likely to find yourself, like the unhappy Mr. Jones, doing some mathematics,—afterwards!

If you deal with a house that deals reasonably with you, then you are playing safe.

**Charles Francis Press**

Printing Crafts Building

461 Eighth Avenue, New York

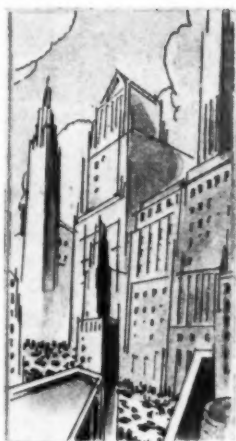
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# Oklahoma County Can Spend 14% More this Year

The per capita spendable income of Oklahoma County, as reported by Sales Management, is \$732. This is an increase of \$90 per capita, or 14% over 1929. Oklahoma County alone will have \$19,945,710 more to spend this year, or a total of \$162,225,108. Of this, 84% is concentrated in Oklahoma City.

We've talked about Oklahoma City's "prosperity" for a long time. The 14% increase in



per capita spendable income is another example of Oklahoma City's increasing ability to buy the merchandise you are selling.

But the city's progress doesn't stop there. October, with \$1,850,000, was the thirty-seventh consecutive month in which building permits passed the million-dollar mark. Oklahoma City was the only city in the Tenth Federal Reserve District to show a gain in retail sales for the first nine months of 1930.

Such increases are paralleled by the Oklahoman and Times' 14% gain in circulation for the six months ending September 30, 1930, over the same period last year, bringing it to a new peak—196,279 daily.

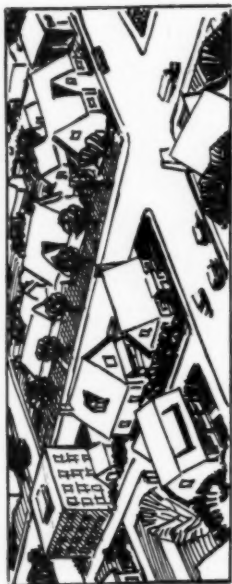


## THE DAILY OKLAHOMAN OKLAHOMA CITY TIMES

The Oklahoma Publishing Co.  
THE OKLAHOMA FARMER-STOCKMAN

Extra Special Advertising Agency—New York Chicago Detroit Atlanta Kansas City Dallas San Francisco

## Focusing Your Market with Facts!



Will this market yield results? . . . Are its needs, its preferences, its buying power, what your product requires? Can you see your correct approach through foggy vision? It is out of focus . . .

The recent Post-Intelligencer Market Study brings your great Seattle Market sharply into focus. Through 500,000 actual market facts you can study results in advance. Which market do you prefer?

The Seattle Market facts are at your service through any Post-Intelligencer representative:

W. W. Chew  
285 Madison Ave., New York City

A. R. Barlett  
3-129 General Motors Bldg., Detroit, Mich.

J. D. Galbreath  
612 Hearst Bldg., Chicago, Ill.

Stanley P. La Due  
625 Hearst Bldg., San Francisco, Calif.

# SEATTLE POST-INTELLIGENCER

A MILLION MODERNS IN THIS MARKET!

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# Bigger Commissions for Salesmen Increase Volume

This Manufacturer Finds That Paying Salesmen More in a Period of Depression Is a Paying Policy

By Ed Wolff

Treasurer, Hughes, Wolff & Co. (Advertising Agency)

BACK in 1928 a manufacturer told me, "I believe in raising salesmen's commissions in periods of depression. It increases sales." But, of course, business was good in 1928; that sort of theory was easy to adopt in those booming times. So I asked him about it again just the other day. He said, "Well, it is working out. This year—1930—is the biggest in our history."

Presently I shall recite the gist of that recent interview. First, though, let us consider briefly the other side of the picture—the cutting of commissions and salaries of salesmen when sales fall off.

One man, whose business it is to keep informed of current business practices, had this to say: "In more than one organization, salesmen's commissions have been cut. I know, for example, of the case of a house manufacturing novelties. The salesmen of that organization are all on a straight commission basis. Their commission used to be 12½ per cent. About two months ago it was cut to 10 per cent. In view of the general slump in business this cut in commission is going to mean that at least a few of the salesmen on the force are not going to be able to cover their expenses."

How I wish I could talk to that particular sales manager. I'll bet I know what he'd say in defense of his policy. I've talked to lots

of them—been one myself, for that matter. He'd argue something like this:

"So you think some of the salesmen won't be able to cover their expenses, do you? Well, that's just the point. As soon as they figure

that out for themselves what are they going to do? I'll tell you—they'll get out and hustle to beat the band.

They just simply have to cover their living expenses, don't they? How are they going to do it unless they sell more goods?

The good ones will come through with more orders, even if they have to work harder. And as for the weak ones, the sooner we're rid of them the better. Besides, we've got to worry about the house be-

fore we can take care of the salesmen."

One reason I'm so confident that the sales manager would say that is because that's exactly what one sales manager did tell me early in October, after his house—a textile concern—had cut commissions. It isn't generally known that the cut was made. I found it out only because one of their salesmen came to consult me about his future.

"I'm not going to quit now, you understand," he said, impressively, and very calmly—though bitterly. "I've got to have some sort of income. If I make only half or three-quarters of my living expenses that's better than making nothing. And to get the right sort

*IN 1917 a manufacturer introduced an unbreakable watch crystal—an economy item put on the market when nobody was interested in economy. That boom year was a year of depression for him, so he increased his salesmen's commissions in order to increase sales.*

*The plan worked so well that in 1921, with a real depression on, he again increased salesmen's commissions. Once more the plan worked perfectly.*

*The accompanying article tells how this plan was carried through into 1930 and how it has benefited the manufacturer who devised it.*

of new job now will probably be hard. I realize that. So I'll drag along for three months, or six—or a year, if I have to."

"Well," I suggested, "maybe by that time things will be so much better that your firm can pay you the old commission again, and you can stay with them."

"Who? Me? Not on your life!

For seven years I gave that outfit the best that was in me. Seven years, mind you—days, nights, Sundays, holidays. Whenever a sale was in sight I went after it, hammer and tongs. I was as loyal to them as if I'd owned the business. Now that a slump has come they go back on me. I can't ever work so faithfully for them again. No—I'm through. You'll let me know as soon as you hear of a good opening, won't you?"

Now, who is to decide whether that house was really nourishing its own best interests when it cut commissions? Was its action penny wise and pound foolish? My informant tells me that all the men on the force feel just as dejected as he does. He predicts that there will be an entirely new sales staff within a year. And you know what it costs to break in a lot of new salesmen.

Take another one, a clothing factory that had been flourishing in the Middle West for the better part of a century. For a year or so before the 1929 slump, sales had been gradually declining. Not at a very alarming rate, it's true, but still declining. The company's advisers pointed out that the line was overpriced. Nevertheless, some twenty of the twenty-eight salesmen had been with the house for many years. These had a loyal personal following in their respective territories, drew a 7 per cent commission, and hesitated about changing jobs. Especially as most clothing firms pay 6 per cent.

Then one day the house cut commissions to 6 per cent. There wasn't as much outcry as had been expected. That season the volume followed its usual curve—and the members of the firm shook hands with themselves over the 1 per cent of sales that had been turned into profit.

But the older and most valuable salesmen now could find other jobs paying as large a percentage as they were drawing. Other lines offered better values, which meant easier selling. These men did the natural thing. They quit. They took many of their customers along. One of them wrote me, his first trip out, "I'm having the biggest season of my whole career."

The house, deprived of sales, simply collapsed—liquidated.

There's something about successful selling that I've never seen printed nor heard discussed. It's an intangible thing; yes, indescribable, so far as I'm concerned. You might call it enthusiasm, but it isn't just that. It comes from a firm, unshakeable conviction in the mind of the salesman that his house is "right," or "square," or "high-class"—they use various adjectives. Maybe the word I want is loyalty—but no, a man can be loyal to a cause that he knows is a losing one.

### *A Contagious Sentiment*

The sentiment is compounded of faith, trust, respect, affection, confidence. It shines through a man's eyes, colors his voice, dominates his manner, sponsors his involuntary gestures and inflexions. It is contagious. It impresses and sways the man he's talking to. It arouses and spreads the profoundest sort of conviction. And this sentiment can't be faked.

It is just that sentiment, that driving, impelling force, which had been crushed and killed in the men I've been talking about. It can never be aroused again in those same men by those same employers. And it is just that sentiment which has been fostered and increased and strengthened by a certain man who raised his salesmen's commissions.

He first put the idea into practice in 1917. As a manufacturer of a new kind of watch crystal—an unbreakable composition—he found some parts of the country rather listless, so far as his product was concerned. Those were the days, you recall, when pick and shovel laborers wore silk shirts. Everybody had money. An unbreakable watch crystal is, pri-

**THE NEWS • NEW YORK'S PICTURE NEWSPAPER**  
*Tribune Tower, Chicago • Kohl Building, San Francisco*  
*News Building, 220 East Forty-Second Street, New York*



I'M sorry, but I can't give you any information about the results of our advertising in your paper. I don't care to call the attention of my competitors to their best medium"—said a national advertiser who had used as much as \$70,000 worth of News space a year for the past ten years.

marily, an economy item. But who cared for economy then?

So this manufacturer said to his salesmen, in effect: "All right, boys, I know that conditions are somewhat against you. And it's not your fault. Tell you what I'll do. While this localized depression of ours is on I'll increase your commissions on all orders from new customers. But when things pick up again I'll reduce them again to present levels when I think the time's right. How about it?"

Well, you can imagine! They jumped at it, those salesmen did. Went out on the road bubbling over with determination to make good for a house like that. And they did. They set a new record for opening new accounts. "And," the boss told me, "when they discovered how easy it was for them to sell new customers, darned if they didn't work the same way on old customers. That year ran up to the biggest volume that we'd had up to that time."

Things eased up, and commissions on new accounts were put back to the usual level, with everybody's approval. Then came 1921. Man, business was sick! What did this manufacturer do? He raised commissions on all orders, from new and old customers alike.

According to the arguments of certain sales managers, his salesmen should have turned in a smaller volume of sales—a volume roughly proportioned to the increase in commission, so that while their orders were fewer and smaller their total income would remain approximately stationary.

But the trouble with facts is that they don't always square with theory. And you can revise a theory when you can't revise a fact. Here are the facts: That sales force went out and gathered in a bigger volume of business than ever before—and each previous year had been larger than its predecessor.

The scheme worked so well that it was continued into 1922—and again a new high water mark was reached. So in 1923. By that time the volume had grown to such proportions that a much improved product could be sold at no in-

crease in price. Naturally, the 1924 sales took another jump upward. Whereupon 1925 and 1926 did likewise.

By that time the late departed boom had begun to get under way. Sales mounted higher each year. Were commissions cut? They were not. The boss told the salesmen, "If you boys keep up this gait I believe we can make the higher commission a standard rate. Let's try to do it, anyway. What do you say?"

What would any group of salesmen say to that? They made a new high record for 1928. Then, in October, 1929, the stock market blew up. Nevertheless, the year 1929, as a whole, outdid 1928—proved to be this manufacturer's biggest year up to that time.

Then came 1930. "Well, I'll tell you, boys," said the manufacturer, "now is a mighty good time for you to keep commissions up to the top level. I'm not going to put them back to the old rate if I can help it. I'd rather, if anything, raise them. Anyway, you're drawing hard-times commissions now. You know what I've done for you. Now let's see what you can do for me this year. In any event, I won't let you suffer. Now go to it."

They went to it. Already 1930 is so far ahead of 1929 that everybody is sure that a new high will be registered by the end of the year.

"How about profits?" I asked.

"I won't make as much as last year," the manufacturer confided. "Improvements in the product will cost a neat little sum. But more consumers are buying my goods. More dealers are stocking them. My salesmen know that while they're making more, I'm making less. They are working their heads off, to make up for me in volume what I'm losing in percentage of profit. And if they can't do it completely this year they'll do it in 1931. They've promised me that—voluntarily."

### H. H. Banta Joins "The Billboard"

Henry H. Banta, formerly with the Dictaphone Sales Corporation, has joined the staff of *The Billboard*, Cincinnati, as Ohio field representative.

**S**OME confusion we believe exists in respect to what has been termed "duplication of circulation" between morning and evening newspapers.



**A**S a matter of fact an advertisement in a morning newspaper is not duplicated in an evening newspaper. There is repetition here, but not duplication. As well might one say that an evening newspaper of Wednesday duplicates the circulation of the same newspaper of Tuesday.



**A** MORNING newspaper is a separate entity insofar

as the business of the day is concerned. So is an evening newspaper a separate entity. There may be duplication of circulation between two evening newspapers or two morning newspapers, but not between morning and evening papers.



**A**ND that's that.



**I**N Detroit, The Free Press is the only morning newspaper in the field.

## The Detroit Free Press

VERREE &  
National



CONKLIN, INC.  
Representatives

New York

Chicago

Detroit

San Francisco

## 1930 IOWA CEMENT OUTPUT TO SET RECORD

Expect 1930 Value at  
Plants to Be \$13,000,000.

Largely due to the influence of the \$26,000,000 worth of road building to be completed in Iowa this year, the six operating Iowa portland cement plants are expected to turn out cement valued at approximately \$13,000,000 the plans.

This amount would value of the \$630,000 by

## ANOTHER FIRM LOCATES HERE

Vegetable Oil Concern  
Sets Up Central Office.

BY ROBERT CHON,  
Recognizing Des Moines

## PAVING HONORS GO TO IOWA; HAS BUILT 1,050 MILES

This year's figures for first-class pavement building go to Iowa, which has already this season constructed 760 miles of hard surfaced pavement of a program that embraces 1,025 miles. At the end of every working day Iowa road builders have turned out no less than four miles of pavement.

## SALES GOOD IN IOWA CITIES

Credit Men's Magazine  
Reports Lively Trade in  
Des Moines, Ottumwa,  
Cedar Rapids and  
Waterloo.

Seven cities, four of them  
Iowa, reported brisk sales in  
together trade survey for the month.

## BUSINESS GOOD SAYS IOWA MANUFACTURER

Prospects for Future  
Bright, He Thinks.

Business's Special Iowa News Service  
CEDAR FALLS — Business  
good, with excellent prospects  
for the future, according to the  
city manager of this city.  
The Viking Pump company,  
one of the largest manufacturers  
of rotary pumps in the U.  
S., has branches in Des Moines,  
Iowa, Ontario, Canada, and  
Copenhagen, Denmark.

On Full Schedule.  
The company is now operating  
a full schedule of nine  
days and six days a week  
an annual business of  
approximately \$1,500,000.  
In addition to trade  
business, the concern has

## Iowa's Spending On Roads Makes State Prosperous

Highway Workers Paid \$30,  
000 This Year — \$31,  
000,000 for Materials.

to the Post-Dispatch  
MOINER

## WORK BEGUN ON GASOLINE LINE TO DES MOINES

Men will go to work on the  
construction of the six inch Gas  
Pipes Pipe Line company gas  
to pipe line from here to St.  
Paul and Minneapolis early next

## INDUSTRIAL REVIVAL IS MORE MARKED

Employment in State Is  
Increase.

\* Reductions in unemployment  
especially in unskilled labor

# Conditions Are Favorable

for the success of your merchandising plans with  
with an adequate advertisement

## The Des Moines Register

Only 10 other cities in the U. S. A. have a newspaper as large

## Iowa Business Good, Says Forbes

This map indicates that A. C. Forbes, nationally known business

### IOWA'S CORN CROP STAGES A COMEBACK

Leads All States With 11,100,000 Bushel Gain in Month.

BY J. A.

### THREE NEW BUS LINES AUTHORIZED

Completion of Paving Resulting in Expansion of Bus Travel.

Three permits for extra passenger bus service have been granted by the state railroad commissioners.

The Interstate Transit company were authorized to operate local passenger motor buses between Des Moines and the town near Armstrong. The route already had permitted to operate interstate service between Des Moines and Ottumwa and Kansas City.

### IOWA COLLEGES SHOW NO SLUMP

Institutions Report Increase in Enrollment. An increase of approximately 350 students was evidenced by the September enrollments of the Iowa state educational institutions.

### FINDS IOWA PROSPEROUS

M. L. Straus of Chicago, president of the Straus Bank and Trust company, vice president of S. V. Co., nationally known of commercial building, Des Moines Saturday of Burton Joseph and Ford.

### DES MOINES TRADE VOLUME GAINS

Midwest Most Prosperous.

Bank Review Says. Des Moines is one of three cities of thirty-three in the north-west and midwest states where business is larger in volume than in 1929, according to a report in the publication.

### COMBINE FIRM TO LOCATE HERE

Branch Offices of Factory to Serve Iowa.

More on Page 2. The Combine Harvester Co., country's oldest combine manufacturer, Thursday announced it will establish division here for its twenty salesmen here, most of

### PHILLIPS OIL LOCATES 3-STATE BRANCH IN D. M.

District offices of the Phillips Petroleum company will be located in Des Moines, and Henry E. Schubert, former widely known Des Moines oil man, will return as district manager, with operation over the Des Moines, Iowa and Minneapolis divisions. Announcement of the location of district headquarters here for Nebraska and Minnesota made Thursday by Mr. Schubert at Tulsa, Okla. It is the growing importance of Des Moines as a distributing center.

crab Des Moines and Iowa  
g plains winter. Cultivate this important market  
dequ advertising campaign in

oin Register and Tribune

ewspath as large a daily circulation over 240,000



"Football or Hand Grenades" is the title of a corking article by Knute Rockne appearing in the November ROTARIAN. He says:

"... it takes genuine stuff to battle another man on a gridiron when he is trying his best to bring you down. The man who can be a gentleman on the football field can be a gentleman anywhere. . . . If I had my way I would teach young men of all countries to reach for a football instead of a hand grenade."

40.91%—that's the increase in lineage in the November ROTARIAN over the same month last year. Editorial content, and consequent reader interest, are largely responsible for this increase.

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# Bar Carnival Spirit (and Spirits) from Radio Shows

Another Industry Grows Up and Looks Upon Selling as a Dignified and Serious Function

By G. A. Nichols

THE business depression is going to be memorable for at least one thing. This is that it has helped cause many important organizations to remove, or try to remove, the carnival, fun making and play spirit from conventions or trade shows.

The Radio Manufacturers Association is one of the latest to come to its senses in this respect. It is probable that the members of that organization, at forthcoming exhibitions, will show their merchandise rather than their weaknesses—demonstrate its profit-making powers rather than reveal how unthinkably foolish and wasteful business men can sometimes be in the name of selling.

At a recent meeting of the association's trade show committee, it was decided that a brave effort should be made to cause the annual show next June to be a constructive selling force rather than afford some "bad boys" an opportunity to blow off the lid and do some things they would be afraid to do, or perhaps would not want to do, in their home towns. Radio shows, in other words, from now on will be radio shows.

In taking this action, the trade show committee had in mind the goings on which characterized the organization's convention last summer in Atlantic City, and also the preceding meetings in Chicago which were a great deal worse. Not so many manufacturing organizations engaged in the Atlantic City fun-making as was the case in Chicago. But the boys had a lovely time just the same—so lovely, in fact, that the committee decided it was time to call a halt.

Whether this halt is now called from considerations of propriety or economics is not made clear: probably it was a combination of both. Anyway the action was

taken, and most radio manufacturers are glad.

The purpose of a radio trade show, as I understand it, is to bring in dealers and jobbers and show them all the latest developments of what is what in that line of merchandise. When the industry was getting under way, such a show was not only desirable from a selling standpoint, but almost essential.

The first couple of shows were immensely profitable for the manufacturers promoting them. Sales representatives of the factories having exhibits were kept busy writing orders. The whole proceeding was apparently entirely justifiable economically and as a means of supplying educational material to the trade.

## *Entertainment on a Commercial Scale*

The play spirit, however, quickly began to show just as it does in most business conventions, but in a highly aggravated form that was reminiscent of the early days in the automobile industry. The showmanship, entertainment or whatever you want to call it was organized on a regular commercial scale.

A couple of years ago in one of the Chicago trade shows the sales manager of one organization assembled what he called a "traveling circus." Being a leader in the field, he decided he would outdo anything that could possibly be attempted by competitors. I am told by a reputable Chicago business man who attended the gathering that the personnel of the "circus" consisted of more than fifty attractive young women who, under competent leadership, paraded through the hotel where the meeting was held, going in a body through the upper floors bearing

liquor, music and general good cheer for all.

As time went on, the carnival spirit grew. It was a dead ringer for the behind-the-scenes proceedings in the pioneer days of the New York and Chicago automobile shows.

In fact, the entertainment feature grew to such a size that the trade show was only an incident. Plain hell-raising, rather than selling, was the main order of the day and the night.

This year the trade show moved down to Atlantic City. Whether the idea was to remove it from the influences of the wild and woolly West I do not know. But if the transfer was made in the interest of fleeing from temptation, it was not much of a success.

#### *Segregating the Amusement*

The tendency at Atlantic City seemed to be to segregate the "entertainment" rather than put it forth on the communistic plan used in Chicago. Thus there was not quite so much of it and the more serious minded sales organizations were able to conduct their affairs on a basis more nearly approaching the proper and the sane.

But this, in turn, interfered with the interests of the trade show as a whole. A certain sales manager, I am informed, bought up a couple of floors in one hotel for the accommodation of his dealers and distributors. There they stayed during the entire duration of the show. Whether they were not able to leave their rooms, or did not want to, is not revealed. But I have the word of the sales manager himself—and he told his story as a confession of foolish tactics which he vowed he would never repeat—that there was no need for them to leave the hotel in search of amusement.

The same plan, although on a smaller scale, was used by others, with the result that the attendance at the show itself was relatively small. The show simply couldn't stand up against such attractive competition.

Certain manufacturers protested against this sort of tactics so strenuously that the organization in

question was asked to resign from the association, which it did. An official of the company, in discussing the withdrawal with me, said they were just about ready to quit anyway, inasmuch as the whole thing constituted an unnecessary waste and a needless addition to selling cost. The show idea, he said, had just about outlived its usefulness owing to changes and developments in manufacture and distribution.

Right here, of course, is the root reason why entertainment simply does not mix with trade shows and conventions. The entertainment may be of the "whole hog" variety which the radio people are now trying to get away from and from which the automobile trade finally managed to escape; or it may be of the relatively innocuous, but somewhat childish, variety that used to be seen in advertising conventions. In either case it interferes with the convention to an extent that sometimes makes the convention pretty much of a joke. Those who take the convention seriously—though why they do it is something I have never been able to understand—are naturally chagrined when the play boy element takes the show away from them.

But, altogether aside from considerations of propriety and ethics, there is an economic reason which has had most to do with building up the rising tide of sentiment against play and monkey business at conventions and trade shows. This is the blighting effect such proceedings have upon the selling process—the very thing the gathering is designed to promote.

For one thing, the radio manufacturers correctly assert, it constitutes enormously expensive selling. The cost has to be recovered from somewhere or somebody. However much the customers may enjoy the entertainment, they are sure to give some serious consideration to this thought—after they wake up. And well they might, for they are going to pay their full share.

Another recognized bad effect of the system is that it tends to destroy the proper sense of rela-

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# What's a Couple of Billions Between Us?

**I** CAN'T get up enough courage to joke much about two billion dollars. Especially when the figure is only a million under the three mark. Laid end to end this important money would reach to Jupiter, but concentrated in one place it represents the brand new annual spendable money income of this fourth market. ● ● ● Not only is Los Angeles the fourth market in the country and the first in the West. It's also the richest field you can find for your sales efforts this side of Chicago. ● ● ● Perhaps the old happy hunting ground is not as productive as it was in yester year. Maybe the boys and girls are not falling over themselves to buy your hip boots and hairpins. If these dire happenings are causing you worry, gather up the samples and come West, old man. This is the fastest moving market and The Examiner is the largest morning and Sunday paper in the field. A post card will bring you tales of merchandising possibilities that will make your teeth chatter. Give it a try.

## LOS ANGELES EXAMINER

PUT YOUR MESSAGE BEFORE THE MODERNS

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tionship between the dealer and the manufacturer's salesman who have been calling upon him. In his place of business he maintains, or should maintain, a certain amount of dignity and tries to keep his dealings with salesmen strictly upon a business basis. But after he and the salesman have been on a party together, the old business relationship has been

destroyed never to be revived.

The necessity for carefully scrutinizing sales costs—costs of all kinds—which has been accentuated by the industrial slump—is plainly what has caused much of the present reaction against lavish entertainment at trade shows. But the idea, pleasant to relate, is dying out on general principles. Good riddance.

## What Groucho Says

He Talks Out Loud to Biddle. How Does He Dare?

**G**OOD afternoon, Biddle. What you smiling about? You don't know? I do, and God help me, I gotta tell you. You've got so used to hard times that you like 'em and pat yourself on the back cuz you haven't starved to death. Six months ago your chin hung down over your chest and you saw the poor-house a jump ahead. Now your business is worse and you grin about it. Betcha hundred dollars you want us to see a leg show tonight. No takers?

Remember last time, you hauled me off to a spiritualist seance, wanted a peek at the next world? Now you've found that you can live in this one with business 68 per cent of normal, and you like it.

Saving most of your advertising money, eh? Mebbe I don't know that. Do you know that while you've cut out 80 per cent of your advertising your competitor hasn't? Don't see how he can keep it up, eh? My hunch is he's buying an edge while edges are for sale rather cheap.

Don't look like that, I prefer you with a grin. Mebbe I got something in my desk. Yes, I have.

Do I think the panic is over! No I don't—not for everybody. Some football players take more time out than others to get their wind back. But the panic is over for a lotta business men who feel solid ground under 'em and have got their wind back. Some of these fellows, as I just said, are buying edges when edges are cheap.

You? You've got your nerve back but you aren't doing anything about it. Wait till the first of the year? Course I will. I'll have to, but in

February you cut off a lotta space. In April you said to wait a couple months. You said it again in July and September and now it comes again. Meanwhile you get as big a kick out of not being in the hands of a receiver as you used to get gloating over 22 per cent gains. Don't look that way. Have another nip.

Oh, you are not the only one. Gloating over saving the shell has become almost a national habit. Hundreds of good fellows just like you who live and eat and laugh and cuss in spite of the fact that everything they have has shrunk. You think you don't need advertising cuz you're making gains already. Why man, you can't help it. Stores have got to have some of your stuff. They are all out of it so they order some more.

Come on, order at least a half portion of advertising. Take you three or four months to get it going if we start tomorrow.


You'll tell me tomorrow? No leg show for you and me tonight. I'm gonna take you to dinner and talk sense to you till midnight. At last you've decided, thank God, that you're alive. Now it's time to decide to be kicking as well as alive.

GROUCHO.

### R. F. Moore Joins Pratt & Florea

Robert Foster Moore has resigned as public relations director of the National Chain Store Association to become associated with Pratt & Florea, Inc., New York, specialist in window display and dealer helps. He was formerly a member of the staff of the department of business research and advertising practice of the General Outdoor Advertising Company.

**for years  
and years  
and years!**



**More—MUCH more—  
City & Suburban  
Circulation—and greater  
TOTAL Circulation—  
than any other  
newspaper here!**

**THE DAILY  
San Francisco  
EXAMINER**

**—and, of course, The Sunday Examiner, too covering as it does 19 out of every 20 city homes—and 7 out of 10 homes in all of northern California.**

# Are You Getting Your Share of Baltimore Business

**G**ENERAL BUSINESS in BALTIMORE is holding up remarkably well, according to Mr. Ralph B. Wilson, statistical authority, who addressed Baltimore business men and financial leaders on October 21.

"The amount of current business transactions," said Mr. Wilson, "has been very nearly on a par with figures of a year ago and exceeds 1928 business by a wide margin. By avoiding the spectacular rise and proceeding at a normal rate, Baltimore apparently was laying a firm foundation on which to stand when the tide turned."

Yes, Baltimore is now reaping the fruits of building on a firm foundation. And likewise with The Sunpapers, as is attested by the steadily increasing circulation figures.

**THE SUNPAPERS in October**  
**Daily (M & E) 300,840**  
**SUNDAY, 193,625** ●

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Mr. Ralph B. Wilson, Vice-President  
The Babson Statistical Organization



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**THE**



**SUN**

**MORNING**

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JOHN B. WOODWARD, INC.  
Bowery Bank Bldg., 110 E. 42nd  
St., New York

C. GEORGE KROGNES  
First National Bank Bldg.,  
San Francisco

GUY S. OSBORN, INC.  
300 Michigan Ave., Chicago

JOSEPH R. SCOLARO  
General Motors Bldg., Detroit

A. D. GRANT  
Constitution Bldg., Atlanta, Ga.



The Largest  
Home Circulation  
in the Northwest  
is that of the  
weekly "newspaper  
of the farm"—

because 51.2%  
of the entire  
population of  
these 3 states  
lives on the  
farm!

WHAT a market  
these 1,600,000  
farm folks offer!

here

**THE FARMER**  
*and*  
**Face-Stock-Bone**

Saint Paul, Minnesota

New York—Wallace C. Richardson, Inc., 250 Park Avenue

Chicago—Standard Farm Papers, Inc., Daily News Building

Member Standard



Farm Paper Unit

# Stepping Up Sales for Independent Merchants

Wholesalers Point the Way, in Many Fields—Retailers, Too, Have Rescued Themselves Through Co-operative Effort—Seventh Article of the Chain Store Series

By M. M. Zimmerman

**I**N a series of articles that are designed to discover the merchandising significance of chain stores, it is necessary to make side trips into subjects that seem, at first glance, to be irrelevant. Last week's article, for example, outlined the methods of help that are being afforded independent food merchants so that they may fortify themselves in positions sufficiently strong to withstand chain attacks. Such co-operative efforts would have been unnecessary except for the increased number of chains and the peculiar methods of buying and selling that they introduced.

The current article tells of the changed situation in certain other fields. In next week's instalment there will be a return to the particular merchandising problems that have arisen to plague the manufacturer because of the rise of the chains.

\* \* \*

In the textile and dry goods field the entire system of wholesale distribution, at one time was threatened with extinction. But this industry has now readjusted itself and is possibly in a stronger position than ever before. Many advertisers could profit greatly if they adopted some of the dealer co-operation methods the wholesalers in this field are using.

The first step of the wholesalers was to organize the Wholesale Dry Goods Institute, with Flint Garrison as director general. The institute has developed a "Merchants' Service" department, which involves a plan for the modernization of the retail store; an advertising department, which collaborates with jobbers' customers in the preparation of advertising material and planning special sales occasions; schools or classes on

merchandising which include show-card writing, window trimming, advertising, and general principles of merchandising and store operation.

"There is a clear realization," states Mr. Garrison, "that the independent retailer and the wholesale house through which it secures its merchandise can jointly best meet chain-store competition not merely by modernizing their scheme of operation, but also by working to the end of greatest possible economy of operation. The ideal toward which they are aiming is an operating expense of 10 per cent at wholesale and 20 per cent at retail. These ideals have already been obtained in a number of significant circumstances. As a matter of fact, there are some wholesale houses that are distributing millions of dollars annually of staple merchandise at a gross margin of 6 per cent, which is 1 per cent lower than the over-riding or supervising percentage imposed by one of the largest chains. This is merely an example of how the mathematics of competition is being watched, as well as the psychology of the thing."

How many manufacturers have considered the necessity for following their merchandise all the way down through the various distributive agencies to the ultimate consumer? Many, no doubt, believe that national advertising automatically takes care of this process. Others have gone in for dealer helps to a limited extent, but few have made common cause with the retailer and not many have gone the limit in rendering a merchandising service, such as is rendered by the Rice-Stix Company of St. Louis.

The experience of Rice-Stix, and other members of the Wholesale

Dry Goods Institute, demonstrates conclusively that it is profitable to follow the merchandise until it reaches the ultimate consumer and delivers satisfaction. "We are not interested in first sales so much as we are in replacements," states Sidney Carter, manager of the Merchants' Service Bureau of Rice-Stix, "and we certainly cannot replace the merchandise until it moves out to the consumer. National advertising alone will not accomplish this.

#### **Bureau Gives More Than Advice**

"Here in the Merchants' Service Bureau, our following is largely among successful merchants. We receive visits in the bureau from more than 2,000 merchants each year. We do not lean back in our chairs and start giving heavy advice when these merchants come in. We recognize these men for what they are. They are leaders in their communities, men of more than average intelligence, and it may be remarked that these merchants constitute the real backbone of the country. In many cases they have problems to be straightened out, their stores may perhaps need revamping, their advertising perhaps needs to be improved. Some of these changes will have to be gradual. Last year we laid out over 2,000 page advertisements for merchants. We frequently work out complete advertising campaigns. In our literature we stress modern methods of retailing, and our 'Merchants' Service Bulletin' is closely read by the 7,000 merchants who receive it.

"Let me cite a typical case. A merchant was in the office the other day. His records showed he bought \$2,000 in 1926, \$2,000 in 1927, \$1,300 in 1928, and \$8,000 in 1929 but this year he has already bought \$20,000. The same salesman has been calling on him all along. In the early part of 1929 we began to co-operate with him, at the request of the salesman, in laying out advertisements. He visited our department several times this year, and in the two years we have been contacting him in the Merchants' Service Bureau, we have observed a rather com-

plete revolution in his methods of doing business. The point is that in two years this account has increased from \$1,300 in 1928 to \$20,000 for the first eight months in 1930.

"A few days ago I checked up a list of 300 merchants who have had special help from us, this being only a partial list, and we can account for a \$1,000,000 increase in three years on these 300 accounts. Wholesalers and manufacturers who develop real service departments, and offer the service to retailers with the right attitude, are going to benefit tremendously. So many manufacturers offering help to merchants seem to feel that they are doing something noble, as if they had given a million dollars for a school endowment. They do not look upon such a department as a business-getting agency. Every type of organization today needs some form of customer relations department. It may be only one individual, or it may embrace a number of individuals. A study of customer relations becomes one of the necessities of this age of merchandising. If department stores had customer relations departments, with high-class, intelligent people in charge, instead of adjustment bureaus, with dumb, tactless employees in charge, they would be far better off. We have put a great deal into our Service Department and it has paid handsomely in extra business for us."

Finch, Van Slyck & McConville, of St. Paul, Minn., also members of the Wholesale Institute, are also doing an excellent job with their Merchants' Service Department, which embraces all the features of the Rice-Stix plan. They also maintain a store rearrangement department under the supervision of experts, whose time is devoted to remodeling and modernizing the entire equipment. They maintain a consultation service in the same department, where merchants are constantly coming for suggestions and discussions of vital problems relating to their business. While the different branches of this service are all offered to the merchants free of charge, they also maintain a staff of highly trained

# There's Always A "One Best" Choice

In the Los Angeles market, the one best choice of national space buyers is the Los Angeles Times, which carries annually over 600 exclusive national accounts.

No doubt this is the result of a simple reasoning process, somewhat as follows:

Climate has spread the Los Angeles market over an immense area. Afternoon newspapers in the hours available cannot secure adequate market-wide coverage, but are principally "city only" newspapers. Therefore to sell the whole market the 1,200,000 people outside Los Angeles as well as the 1,231,830 people inside Los Angeles—a morning newspaper must be used.

The Los Angeles Times has the largest net paid morning circulation in the market, and this is rendered doubly effective by being delivered straight to the homes.

## Los Angeles Times

Eastern Representative: Williams, Lawrence & Cramer Co., 300 N. Michigan Blvd., Chicago. 285 Madison Ave., New York. Pacific Coast Representative: H. J. Bidwell Company, 742 Market St., San Francisco. White Henry Stuart Bldg., Seattle.

sales experts, whose special work is to conduct special sales promotion for each store. There is a charge for this service which covers actual operating expense without a profit. P. A. Egiland, advertising manager of the company in commenting on the success of the co-operative methods in behalf of customers, makes this statement:

"Results from our efforts have been rather gratifying, as is evidenced by the fact that the great majority of the thousands of accounts patronizing this house have reached a much higher plane in their merchandising methods; and their sales volume, on the average, shows a considerable gain above that of the chain-store competitors. From this we feel that our work has not been in vain and that great future possibilities for the success of the independent retailers of America lie in the further development of the close co-operative work between the manufacturer and wholesaler, and between the wholesaler and the retailer."

#### **How Butler Brothers Help Dealers**

Butler Brothers of Chicago are another jobbing house in the variety goods and country store field, doing a co-operative job that has won for it numerous loyal supporters among its trade. The aim of this organization is to meet the competition of the most powerful national chains and mail-order houses, such as Woolworth, Kresge, Sears, Roebuck, and Montgomery Ward. Butler Brothers have organized several distinctive types of dealer voluntaries, each one functioning as an independent division, under the guidance and supervision of trained merchandising executives. The two most important are the Ben Franklin League of Retail Stores and the Federated Stores of America, the latter a chain of medium-sized department stores in the larger cities. Besides the voluntary associations they also operate Scott Stores, Inc., a wholly owned subsidiary located in towns where they have no dealer members.

When a member joins one of the organizations, his account is as-

signed to a salesman who calls on him each thirty days. Headquarters furnishes the merchant a monthly program divided into weeks, giving him his activities each week of the month. He is provided with a catalog of merchandise, listing standard items, which guides him in the purchasing of his stock. Any merchant can drop out any time he wishes and may be excluded from the group if he makes no attempt toward store betterment.

H. L. Post, manager of the Federated Stores, states they have many accounts in their co-operative group in dry goods that have been making consistent gains every month this year of from 5 to 40 per cent. "When we look at those gains, however," he writes, "we must consider that they were woefully inefficient before they began to reorganize their methods. It doesn't make very much difference what plan the independent uses so long as it is balanced to public demand, and his promotion and advertising are built right into his stock of merchandise and properly timed. In other words, we do the same kind of job as the big department stores or chains, and we send into these stores balanced stocks with an easy method of ordering."

J. L. Carver, manager of the Ben Franklin League, relates briefly his experience with dealer members and how dealers are benefiting from co-operation. "You ask 'What percentage of increase in volume do these stores enjoy after they join our organization and take advantage of our merchandising methods?'" he writes. "I cannot say that it is our merchandising methods that assist these merchants as much as remodeling and departmentizing. It is true that we offer our merchants a great many merchandising specialties, but it isn't difficult to secure bargains nowadays. It is, however, very difficult indeed for a merchant to secure the sort of store betterment service we offer. When you think of a service that embraces the entire remodeling of a store, from the front throughout the building, installation of fixtures, a service that includes departmentizing,



THE  
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# RICHES



## THE SPENDABLE MILLIONS OF A MILLION SPENDERS ARE YOURS FOR THE TAKING

**I**S THE bird in the hand ever  
so fat you don't want the  
two in the bush?

'Most any bird in the New  
York market is big enough to  
make you think so. Especially  
if you haven't seen what's in  
the bush.

But, just for the fun of it,  
take a look while we pull back  
the shrubbery. See? ... A mil-  
lion families . . . 801,334 in

or within 50 miles of city limits  
... readers who have paid a  
dime, for years a *five cent*  
*premium*, for their Sunday  
newspaper . . . 34% of all the  
city families and 49% of all  
the suburban families who read  
standard size Sunday papers...  
all readers of the modernized  
Sunday New York American  
... and 69.3% of them  
*readers of only the Ameri-*  
*can*, the least-duplicated of  
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York newspapers.

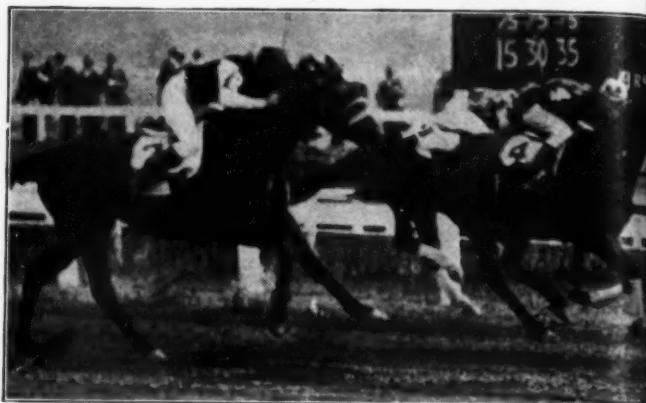
Maybe your bird in the hand  
is worth what you see in the  
bush . . . Maybe you can't  
handle your share of a million  
more customers and their mil-  
lions of dollars . . . Well,  
there's hardly a chance that  
they'll bother you unless you  
advertise in the Sunday  
American!

**SUNDAY  
NEW YORK AMERICAN**

*a Million Families 1930 Million Spenders*



# A FLYING START . . . AN



**NOT The  
Largest  
in Chicago—**

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# ... AND GOING STRONG!



**YET** there were 1,943 daily newspapers in this nation when Chicago's Picture Newspaper started in September, 1929.

In fourteen months we have galloped past 1,891 to rank among the top 3%. Only 52 of them have more circulation than the Daily Times.

**DAILY** ILLUSTRATED  **TIMES**  
CHICAGO'S PICTURE NEWSPAPER

National Representatives: The Sawyer-Ferguson Co.

Palmolive Building, Chicago

295 Madison Avenue, New York



# LARGEST SALE . . .

(by several times)  
of any magazine  
devoted to  
**HEALTH**




## PHYSICAL CULTURE

*The National Magazine of HEALTH and BEAUTY*

AND GROWING—

THE FALL ISSUES  
SHOW AN AVERAGE  
INCREASE IN  
CIRCULATION OF  
20% OVER 1929

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trimming, laying out of counters, the trimming of plaques, the caring of understock, the supervision of store methods, the installation of control and the constant checking of stock every thirty days, you can realize what it means to the independent merchant who formerly had no methods, no display, and who under-estimated the value of good windows and neat-appearing departmentized stock.

"I happen to know of a store in Wisconsin, in a town of 2,500, that did \$63,000 sales last year. Another in South Dakota, in a town of about 8,000, that did \$112,000. We have a number of stores in towns of from 1,000 to 1,500 that do anywhere from \$20,000 to \$35,000 a year. We have instances where, after a complete remodeling, the merchants have shown an increase up to 80 per cent. All this is in the face of the fact that conditions this year have been subnormal."

The furniture field has developed a co-operative group of independents who are successfully merchandising their stores along chain principles with a new system of selling. This organization styles itself the Century Furniture Associates, a voluntary chain group of forty-eight independents, with a combined annual sales volume of over \$20,000,000. The stores are located in towns of 25,000 or more population in eighteen States east of the Mississippi, from Manchester, N. H., to Miami, Fla. A central office for merchandising, advertising and store display is maintained at Charlotte, N. C. They have recently inaugurated, with the aid of a group of manufacturers and national advertisers, a "Color Co-ordination" campaign for floor covering, draperies and upholstery, which promises better buying and better selling of home furnishings. This new type of selling greatly appeals to the consumer and is meeting with unusual success among the dealer members. The plan is being executed by Hugh A. Murrill, Jr., merchandise director of the Century Furniture Associates, who was former director of the Southern Furniture Institute and publisher of

the *Southern Furniture Journal*.

There is also a dealer co-operative syndicate operating in the 5 and 10-cent store and variety goods field, composed of a voluntary association of approximately 1,000 dealer members, who are organized under the name of the Consolidated Merchants Syndicate, with buying and display offices in New York. This syndicate is headed by Pierre Meyer. The membership is selective. The first qualification is a good store with good credit. Each member pays a yearly fee to cover organization and operating expenses. Manufacturers desiring to do business with members, list their merchandise in the main office. Usually items selling over 10 cents are preferred, and if the item has already been accepted by the syndicate it will be immediately accepted by the Consolidated stores. When the item has been passed upon, the manufacturer then prepares a description of the article, its weight, packing, terms and such other information that will help to merchandise it, and it is then listed. A circular is mailed to each of the members, containing the full information. From then on the manufacturer carries on his negotiations and his business direct with each member store.

#### *The Hall-Mark Stores*

In the jewelry field, a dealer co-operative syndicate operates under the name of United Jewelers, Inc. This organization is an association of a number of well-established jewelers in every section of the United States. They operate under the trade name of "Hall-Mark" and they call the stores the "Hall-Mark Stores." They go in for group buying and have many items manufactured with the Hall-Mark trade-mark. They also carry on the usual co-operative features of advertising, merchandising, etc.

Let us now turn to the trade associations and see what they are doing in behalf of the independent. The facts elicited show that such associations are doing a highly constructive job by introducing new methods in buying, selling and advertising, and offering advice that

is placing the dealer on a higher plane.

Here is what George V. Sheridan, executive director of the Ohio State Council of Retail Merchants, has to say:

"If you were familiar with retail conditions in this section of the country fifteen years ago, it would be very interesting for you to tour our small towns today and discover what has happened to the old-time hardware store. Largely through the merchandising education of the National Retail Hardware Association and its component State groups, these merchants have been taught modern methods and their stores today resemble the modern chain outlets rather than the old-time general conglomerations.

#### **Entertainment Not Popular**

"When we announce a general State convention of one of our associations, with one of the old-time programs where the chief interest is placed on entertainment, we get very little response. When we announce a strictly business program, devoted to merchandising and nothing else, we get an immediate response. The directors of our State associations are considering the abandonment of the old-time State convention programs entirely and substituting more frequent district meetings without entertainment of any kind and with all the attention devoted to a discussion of practical store problems by qualified experts."

The Hardware Merchants' and Manufacturers' Association of Philadelphia has been carrying on an active campaign, assisting its members especially to meet the price competition of the mail-order chains.

In the shoe field the associations have also been of great help to their members in enlisting the co-operation of a group of manufacturers to meet the competition the chains developed on low-priced shoes.

The Domestic Division of the United States Department of Commerce is offering assistance to small merchants by supplying them with all possible available information. Last year the depart-

ment received 43,000 inquiries and requests for help from merchants from every section of the United States. With the co-operation of a number of local and national trade groups and associations, the department established a model grocery store in Jacksonville, Fla., which has been declared a success and dealers from all over the country are using the plans to remodel their own stores.

The facts herein presented speak for themselves. The reader can only come to the conclusion that the independent retailer is becoming more of a factor in the retail field. Manufacturers will be compelled to revamp their advertising and merchandising policies if they wish to enjoy his full co-operation.

#### **Professions, Churches and Banks as Advertisers**

BROOKE, SMITH & FRENCH, INC.  
DETROIT, Oct. 4, 1930.

#### **Editor of PRINTERS' INK:**

It was very fine of you to send us such a complete list of references on the growing trend of professions, churches, banks, etc., to advertise.

We have secured a great deal of excellent material from these references, and we want you to know your co-operation is very much appreciated.

BROOKE, SMITH & FRENCH, INC.

#### **J. L. Marshall Joins Bangs Agency**

J. L. Marshall, formerly advertising manager of The Buda Company, Harvey, Ill., has joined Fred T. Bangs & Company, Chicago advertising agency, as account executive. He was also, at one time, general manager of Bryan, Koeltz & Marshall, Inc., Louisville advertising agency.

#### **C. B. Ross Joins Parker Pen**

C. B. Ross, formerly sales manager of The Wahl Company, Chicago, has joined the general sales department of The Parker Pen Company, Janesville, Wis. The general sales territory of the Parker company will be divided into two zones, both under the supervision of W. L. Clark, general sales manager, with Mr. Ross and J. N. Black each in charge of one zone.

#### **Kitchen-Craft to Smith-Patterson-Allen**

Kitchen-Craft, Inc., New Haven, Conn., manufacturer of New England Kitchen Sets and Yankee Kitchen Tools, has appointed Smith-Patterson-Allen, Inc., Hartford, Conn., advertising agency, to direct its advertising account. Magazines and newspapers will be used.

***"IT'S not the number of buyers of a newspaper—but the number of a newspaper's buyers that counts."***

**A** DVERTISERS know that the amount of circulation a newspaper has is no indication of the amount of money its readers have to spend. For buying power is not one of numbers—but *dollars*.

In Cleveland The News may not have the *greatest* number of readers, but it has the *largest* number of buyers.

Emerson B. Knight, Inc., in their consumer study of Greater Cleveland, prove that News readers are far above average in those indices of purchasing power that reflect a market's wealth—motor cars, savings deposits, charge accounts, investments.

Put your advertising in a newspaper whose readers can—and *do*—buy the things they read about. Certified facts prove that The Cleveland News is such a newspaper.

**THE CLEVELAND NEWS**

Geo. A. McDevitt Co., National Representatives

## Canadian Advertisers Re-elect H. H. Rimmer

H. H. Rimmer, of the Canadian General Electric Company, Ltd., Toronto, was re-elected president of the Association of Canadian Advertisers at its annual convention held last week at the Royal York Hotel, Toronto.

Vice-presidents of the association are: W. F. Prendergast, Imperial Oil Company, Toronto; V. A. Smith, Parker Fountain Pen Company, Ltd., Toronto; J. S. Bliss, Oneida Community, Ltd., Niagara Falls, Ont., and W. G. McGruther, Canadian Industries, Ltd., Montreal. W. J. Henderson, Swift Canadian Company, Ltd., Toronto, was re-elected treasurer.

Directors for the coming year are: J. S. Lavene, AutoStrop Safety Razor Company, Ltd., Toronto; J. P. Lyons, Manufacturers' Life Insurance Company, Toronto; R. J. Ambler, Northern Electric Company, Ltd., Montreal; F. H. Edgington, General Steel Wares, Ltd., Toronto; G. M. Bertram, Lever Brothers, Ltd., Toronto; R. K. McIntosh, General Foods, Ltd., Toronto, and H. M. Ireland, General Motors of Canada, Ltd., Oshawa.

Among the topics discussed at the two-day convention were "Trend of Agency Service," by H. R. Cockfield, managing director of Cockfield, Brown & Company; "Color," by C. R. Conquergood; "The Newspaper's Place in Restoring Prosperity," by H. B. Muir; "Modernism in Art as Related to Advertising," by Arthur Limer, and "Why a Lot of Advertising Is Ineffective," by John C. Kirkwood.

Elmer Davis, president of the Canadian Manufacturers' Association, in an address delivered before the annual banquet of the association, declared that Canada was being flooded by literature advising the purchase of United States products. This should be met, he advised, by more intensive Canadian advertising.

## Blackman Agency Adds to Staff

Daniel P. Potter and Emily K. Sheets have joined the staff of The Blackman Company, Inc., New York advertising agency. Mr. Potter, who was formerly with Erwin, Wasey & Company and the Cincinnati *Times-Star*, is with the media department. Miss Sheets has become a member of the radio department.

## Lane Bryant Appoints Kerr- McCarthy

Lane Bryant, Inc., New York, has appointed Kerr, McCarthy & Roberts, formerly the Kerr-McCarthy Advertising Service, Inc., of that city, to direct the advertising of its mail-order department.

## Literary Guild to Aver

The Literary Guild of America, Inc., New York, has appointed N. W. Ayer & Son, Inc., to direct its advertising account.

## V. B. Hooper Heads General Grinder Corporation

Van B. Hooper, who recently resigned as general sales manager of the Master Lock Company, Milwaukee, has been made president of The General Grinder Corporation, recently organized in Milwaukee. Charles G. Crabb has been appointed vice-president in charge of sales of the new company which will manufacture a line of hand tool grinders, power and electric grinders and similar hardware products. Mr. Crabb was formerly sales promotion and export manager of the Master Lock Company.

## A. L. Cole Heads "Popular Science Monthly"

Albert L. Cole has been elected president and treasurer of *Popular Science Monthly*, New York. He succeeds Oliver B. Capen who has retired from active business but who will continue as a director.

John F. Nichols has been made vice-president and advertising director, and F. William Briggs has been made secretary.

## J. F. Muffley Advanced by Endicott-Johnson

J. F. Muffley, for eighteen years with the Endicott-Johnson Corporation, Endicott, N. Y., has been appointed general sales manager of that company. He will be in charge of sales of the New York, St. Louis, Endicott and Empire Shoe Company branches as well as of the J. R. Burns Shoe Company and the En-Joie Health Shoe Company.

## New Art Director for Hom- mann, Tarcher & Sheldon

H. G. McMennamin, formerly art director of Young & Rubicam, Inc., New York advertising agency, has joined Hommann, Tarcher & Sheldon, Inc., advertising agency, also of that city, as art director. He was at one time an art director with the Newell-Emmett Company, New York advertising agency.

## To Advertise New Chocolate Drink

The Chocolate Products Company, Chicago, has begun an advertising campaign in newspapers and business publications introducing "Kayo," a chocolate bottled drink and syrup. Hurja, Chase & Hooker, Inc., advertising agency of that city, handles the account.

## Norman Klein with Lennen & Mitchell

Norman Klein, recently with Benton & Bowles, New York, has joined the copy staff of Lennen & Mitchell, Inc., New York advertising agency. He formerly was with the editorial staff of the New York *Evening Post*.

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## EMBRACES THE WORLD'S OUTSTANDING IRRIGATION PROJECT

THE construction of the Roosevelt dam and other similar projects for the reclamation of Arizona's arid land at a cost of more than \$30,000,000 has served a two-fold purpose. It has brought to life over 500,000 acres of soil, which undoubtedly exceed in fertility any area in this country or for that matter the entire world. It has provided electricity at a very cheap rate to not only the farmers who occupy the irrigated districts, but to the townspeople throughout the Salt River Valley.

The city of Phoenix has especially benefited from the irrigation projects, because reclamation activities have centered in Maricopa County and Phoenix is situated practically in the center of this county. Thus, Phoenix merchants enjoy the lion's share of this new retail trade. Arizona's people naturally turn to Phoenix as their economic, business, political and commodity center.

81.61%\* of the newspaper reading families in Phoenix and the Phoenix trade area definitely prefer The Arizona Republican to any other paper as their source of news and editorials and 79.65%\* prefer The Arizona Republican as their source of advertising information.

\*From the unbiased study conducted by Emerson B. Knight, Inc.

»THE«  
**ARIZONA REPUBLICAN**  
P H O E N I X

Williams, Lawrence &  
Cresmer Co.  
New York... 285 Madison Ave.  
Chicago... 360 N. Michigan Ave.

**K-TAR**  
INCREASINGLY  
IMPORTANT IN  
ARIZONA

M. C. Mogensen & Co., Inc.  
San Francisco... 564 Market St.  
Los Angeles... 433 S. Spring St.  
Seattle... 603 Stewart St.  
Portland... 69 Broadway

# Boston Housewives

*Thousands of contributions  
for the woman's page of the  
Boston Globe are received  
yearly from housewives*



## help Edit this Paper

EVERY DAY for the past thirty-six years the Boston Globe has published a woman's page.

Housewives in the Boston Trading Area use this page as their forum . . . avidly read its household advice . . . interior decoration counsel . . . beauty hints . . . recipes.

Other features published daily and Sunday have an equal appeal to other members of the family. In many ways the Globe is definitely edited for home reading.

And circulation figures prove that the Globe is the "home paper" of the Boston Trading Area.

Not daily circulation figures. They tell little. Too many thousands of evening papers bought downtown and carried out to suburban homes. With two Boston papers selling space only



## pe'OR THE HOME .

on Glo morning and evening combination basis, no detailed town-by-  
on circulation comparison of Boston *daily* papers is reliable.

page Sunday tells the story. On Sunday all papers are bought in  
interior reader's neighborhood, and every paper is a "home paper."

The three Boston papers carrying the largest volume of  
n equ advertising each publish a Sunday edition.

ays th One loses 18% of its daily circulation in the 30-mile Trading  
ea. Another loses 58%. The third, the Globe, has practically  
"home same circulation seven days a week in this same market.

Write for a free copy of "Reaching Buying Power in the Boston  
y th market" which analyses the whole Boston newspaper situation.

d out  
only o *The BOSTON GLOBE*

# Those Illustrations with a "Photographic Look"

More and More Advertisers Are Combining an Artist's Own Interpretation of the Subject with Certain Camera Accuracies of Detail and Technique

By W. Livingston Larned

**T**HERE is a particularly happy middle-ground technique between photography and original art, whereby the need for camera realism is skilfully, attractively blended with the freedom of an artist's canvas. And this medium has come into wide popular favor of recent months, being employed exclusively by some advertisers, both in magazines and in newspapers.

At first glance, one not familiar with commercial art in all its phases might well mistake such illustrations for a new type of photography, so true they are, in certain respects, to the detail fidelity of the camera. This is true of their lighting, of their character portrayal and of their posing and total absence of "artistic license."

That such drawings are often far more attractive and distinctive than photographs is unquestionably true. They certainly solve the advertiser's familiar problem of what to do when he wishes to switch from camera campaigns. For they possess many of the attributes and virtues of photography, along with just enough freedom in the technique to stamp them as originals.

The average person is always conscious of the fact that this is a new and rather baffling medium. He recognizes that the camera is in evidence, and that the pictures are neither altogether original, in the usual sense, nor out-and-out camera studies taken in a professional studio.

It is as if an excellent photograph had been retouched mildly, or was combined with a tempera technique which simplified the multiplication of intermediate lights and shadows. Nothing important of the camera "feeling" is lost nor neglected, and there is an appreciable increase in the individuality of the illustration, when brought into direct contrast with the average camera product.

Occasionally, on the stage or in motion pictures you come upon some such techniques, particularly as regards unique and dramatic lighting. Middle tones vanish, and simplified values take their place. Only when it comes to faces of figures, and hands, perhaps, do we find closer approximation of the photograph, although even here there is an indefinable departure.

It is characteristic in this school



*Masses of Black Dominate in This Technique—The Above Is from a B. Altman & Company Advertisement*

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of art that masses of black dominate, although always so shrewdly placed that they at once suggest legitimate shadow effects, and the simplification has much to do with the charm of the technique.

And knowing just how to handle such shadow-areas is one of the most exacting tasks of the artist. The moment they become too assertive, too dominant, they detract from other parts of the illustration, sometimes giving it a funereal appearance.

Then again, liberal use is made of poster whites, boldly distributed and in direct contrast to camera technique.

It might be fair to say that illustrations of this character bring at least four different techniques into play, to arrive at the peculiar result which is their chief virtue: camera realism with here and there a hint of photographic variants of tone, poster blacks, the simplifying of values, running suddenly into "pure white" and painstaking "clear wash" handled in the "story illustration" manner.

And the methods of artists in their work differ quite as widely as the techniques they embody. One of the outstanding figures in the field paints directly from models, and makes a faithful reproduction of the type before him. He quite frankly seeks camera detail and does not depart in any material way from what he sees on the model stand. It is as if he were painting a portrait and was expected to get a "perfect likeness."

Some illustrations of this school require a week of work, with the model posing every day. It is agreed that while this method is the most difficult and the most expensive, it is by far the most artistic.

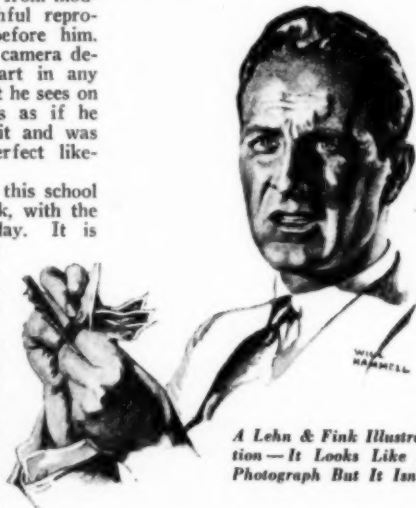
Whereas if the artist happened to be doing a story illustration he would be more sketchy and free in his handling, he now attempts to tighten up his figure studies to the point where the finished prod-

uct will strongly suggest an artistic camera print.

Another plan is to pose the model and photograph the subject, under carefully manipulated lighting conditions. This photograph is used merely as the inspiration for the wash drawing which follows. It is either traced off, in pencil, from an enlarged print, or is photographed on special wash board. Now the artist washes in his color, modeling the faces with great fidelity to the camera's likeness, although he does not hope—does not seek, to copy it exactly. A certain amount of wash freedom is inevitable and it is this difference which individualizes the technique.

When he comes to other parts of his painting, he blends photographic light and shade and form with an added simplicity, and the poster effects. Now the masses of black are studied out, and the areas of white put in at the last moment.

But it must be understood, all the while, that he is, in a sense, copying a photograph. He wishes to idealize the camera subject from his own point of view and to give it an individuality of its own. His personal wash technique "shows



*A Lehn & Fink Illustration—It Looks Like a Photograph But It Isn't*

# Overwhelmingly FIRST IN P

For T

## The Power of The Press in Pittsburgh

*(For the First Nine Months of 1930)*

Leading the other daily-Sunday newspaper in 32 of 36 advertising classifications.

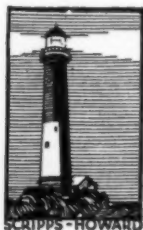
Leading both other Pittsburgh newspapers combined in 18 of 36 classifications.

First in 21 of 26 retail classifications.

First in 19 of 20 general classifications.

Published 45% of all advertising appearing in Pittsburgh newspapers.

*Statements based on figures in Media Records, Inc., the reliable source of lineage information. (Exclusive of lineage in national magazine distributed with other daily-Sunday paper).*



MEMBER OF THE UNITED  
PRESS . . . OF THE AUDIT  
BUREAU OF CIRCULATIONS  
and of MEDIA RECORDS, INC.

# The Pi

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DET

# IN PITTSBURGH!

*For The First Three Quarters of 1930*

**FIRST** in total advertising lineage

**FIRST** in 30 of 36 classifications

**FIRST** in Retail (local) lineage

**FIRST** in General (national) lineage

**FIRST** in Total Display lineage

Leading the other daily-Sunday newspaper in total advertising by nearly 2¾ million lines—(in spite of the loss of department store lineage during January and February during a discussion of rate making principles).

What makes The Press so overwhelmingly First in Pittsburgh month after month—year after year?

Its unfailing Habit of Producing Results.

## e Pittsburgh Press

A SCRIPPS-HOWARD NEWSPAPER

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NATIONAL ADVERTISING DEPT. OF SCRIPPS-HOWARD  
NEWSPAPERS . . . 230 PARK AVENUE, NEW YORK CITY  
CHICAGO • SAN FRANCISCO • LOS ANGELES • DALLAS  
DETROIT • PHILADELPHIA • BUFFALO • ATLANTA

---

through" and brings about that difference in illustrations of the same general group, which is, of course, desirable.

The originals are always surprisingly clean, crisp, sharply defined. Reduction and the halftone process prove an asset, as well. You are conscious that the original inspiration of the artist has been one of two things: a professional model, posing, or a photograph from living models.

Several practical advantages may be pointed to for the poster interpretation. Such originals make for safe, dependable printing illustrations on poorer stocks, such as are encountered in newspaper campaigns or in farm journals. Several large clothing houses, with need for electro series sent to newspapers the country over, have turned to the photo-technique wash drawing idea for their national campaigns and have found them a complete and satisfactory solution to a vexatious problem.

Halftones made from such originals, and with white areas tooled out, give far more satisfactory printing results, because most of the delicate, intermediate tone values have been minimized or done away with entirely.

An artist makes a wash drawing from a photograph and very largely in the camera manner, although it is inevitable that it will not too mechanically follow the original. It is this slight difference which gives the illustrations their atmosphere, their charm, their tremendous measure of realism.

One campaign has gone in for extreme poster handling, only faces and hands following the camera attention to modeled flesh. The remainder of the figures are silhouetted white, and minus even the hint of detail. Against black backgrounds, they are unusually effective.

Sometimes other mediums than wash are employed and with complete success, as in the Pebeco tooth paste magazine series. Heads of characters are done in flexible crayon and pencil, the texture almost as soft as wash, but at no point do they depart from the original intent to reproduce life, to



*Such Illustrations as This from a Standard Spats Advertisement Are Unusually Striking and Effective*

create at least the illusion of the camera's art, and to cause you to say: "That is a living person . . . not something 'just made up.'"

To attempt to make such drawings without photographic copy, without models, posed for the occasion, would mean failure. It simply can't be done. Some artists are unable to work in the medium, so accustomed they are to taking liberties with models and so fixed is the tendency to idealize, to inject personal idiosyncrasies of technique.

"Nothing but a faithful copy of a photograph" does injustice to this

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school of commercial art. What if it is? A photograph might be criticized because it is no more than the camera's eye duplicating what it sees, with studio implements and mechanisms.

Sometimes the advertiser longs for the distinctive character of original drawings while admitting, all the while, that the public looks with marked favor upon "close-to-life" characterization.

And so this new school has come to bridge the technical difference between the two art mediums. And it is as gracefully artistic as it is sincere in its adherence to everyday life.

Even when shadows are stressed and painted in, as solids, enough remains of camera atmosphere to carry the suggestion of photographic realism. The medium is being employed, now, for full-color or two-color compositions, where figure studies are the dominating themes and the same success is apparent.

Having passed through a period of modernistic art, the public is demanding "real people" and true-to-life interpretations. Character portrayal has reached a gratifyingly high plane in advertising and the "types" we see are nearly always recognizable.

To produce such illustrations, there are two methods only: The camera study, and pictures drawn in somewhat the technique of photographs, from photographs. These canvases are dual as to personality, admitted. They are born of a model and the camera and of the individual artist's own interpretation of his subject; his own distinctive technique.

In some cases, it is possible to take a photograph, enlarge it, and then work over the print with opaque water-color, simplifying

some portions, posterizing others, and injecting dramatic highlights and shadows elsewhere, but it is a process far less likely to give the desired result.

And there is a reason for this: The foundation is camera-made and will always remain so, to the end, regardless of how much extra



Tommy Carter's at it again! The cartoonist is a game one. They have spirit, these upstarters from overseas—and mighty good ideas about clothes, too! You'll see what we mean when you inspect the patterns and shades in the new RESILIO Cravats.

London styled neckwear... rain-venting... shape holding... With that patented resilient construction. Ask about them at your haberdashery or any smart shop... and look for the little Resilio thread inside!

## RESILIO CRAVATS

Made by FRANK STROHMINGER & COWAN, INC. • 10 East 40th Street, New York, N. Y.

**Mr. Larned Predicts That This Technique Will Grow in Popularity Among Advertisers Looking for Something Different and Effective**

art is added. It constitutes a "trickily" retouched print, although now and again an artist succeeds in covering up so much of the original that the semblance of a creative wash illustration is attained. It is a lazy way; a short-cut, a dangerous expedient, after all, if 100 per cent beauty and originality of technique is demanded.

Watch this medium grow—that is, the semi-photographic illustration, combining two separate and distinct techniques. It is the coming vogue, I predict. And the public appears to like it greatly, from indications.

# THE BUSINESS



MCGRAW

A mad race for removers, provoked by persistent last drop of monetary marginage of do further business forces of the will feebly, a will hanging less than seven times a bit but dental, are do general trade September. . . for the week of normal in it will not slow in in the few remain Federal Reserve there is still no strain again this f

# THE BUSINESS



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OCT 8, 1910

# THE BUSINESS



OCT 15, 1910

# THE BUSINESS



# THE BUSINESS



★ This barometer is the first composite weekly index of general business activity. More than a million computations are behind the formula that makes it successful.

selection of business confidence of professional through slowly laying the use of final buyers and by energetic are offered the business assumption can in the legs. . . . Even a residential center is in the market. The political situation seems recognition of necessary assistance being it abundant in this week from if old members of government, many favorable. . . . Commodities up against the dollar. As these funds are a beginning device large-scale realizing the need the bottom.

THE PUBLISHER

# Business at 85% of normal is still a whale of a lot of business

Some agree with us. Their names are indexed regularly in the pages of the country's advertising media.

Earnings reports will show which businesses have been out fighting and which have been hiding in cyclone cellars.

To the victors belong the spoils.

## THE BUSINESS WEEK

OCT 29, 1930

### THE BUSINESS WEEK



Indication of business leadership, financial  
in confusion of political cross-currents here  
dominated though blind forces of human  
instinct laying the basis for future ac-  
tion of final begins are more hastily alive in  
and by energetic merchandisers than are  
yet affected the lowest raw material prices  
exception can readily turn supplies in  
the top. . . Even in building the clear  
fundamental consciousness indicates that the  
is in the market in many sections of the  
in political uncertainties abroad, foreign  
even recognize that this basic material is  
momentarily assistance from American finan-  
cing it abundantly. . . Though, as the  
this week from 87.15% of normal to 84.75%  
of measures of gradual improvement are  
and, many favorable factors, are to be seen  
... Commodity prices in recent weeks  
up against the deflation process still under  
... As these fundamental forces business  
are beginning to reconcile itself to the  
desire large-scale action toward recovery  
raising the necessity of aggressive indi-  
vidual business.

★ PUBLISHING CO. — THE

## Nov. 6

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It is bringing these values to the attention of the public, through the use of large-space newspaper advertising, in the belief that knowledge of the good values that are

obtainable today  
will encourage  
people to take  
advantage of  
them.

Each member bank in the group is conducting a survey of the merchandise offered for sale in its community. The findings will be made the subject of a series of about ten advertisements to prove that present values of today when compared with a year ago indicate that now is the time to buy wisely. These selling arguments, when advanced by a bank, it is believed, will carry weight where the

This advertising of merchandise will aim to protect price lines of a trade. It will not say that a suit which sold for \$50 now can be had for \$35; but it will point out that the \$35 or \$50 suit offered today gives the buyer from 7 per cent to 33 per cent more for his money than could have been obtained for the same amount of money a year ago. Greater value for each dollar spent will be the point that is emphasized, so that those of the public who have been looking forward to better buying opportunities will realize that such opportunities are here now.

This reasoning finds expression in a campaign which the Marine Midland Group, Inc., operating seventeen banks in fourteen cities of New York State, is now conducting. The campaign talks straight merchandising values with not a word about banking service.

**MORE** *for your money*

Below are the composite figures as checked by local members:

[illegible]

**MARINE**  
TRUST COMPANY

[www.elsevier.com/locate/jmb](http://www.elsevier.com/locate/jmb)

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## Something Has Happened In PITTSBURGH

During the first nine months of 1929, The Sun-Telegraph carried only 27.2% of the retail grocery advertising, published in Pittsburgh newspapers. For the same period of 1930, The Sun-Telegraph has **increased** its linage in this classification to **599,283 lines** or **40.1%** of all local grocery linage.

In this classification, alone, **The Sun-Telegraph** gained **270,850 lines** or **82.5%** more than its 1929 total.

All figures by Media Records, Inc.

Times Have Changed in Pittsburgh

# THE SUN-TELEGRAPH

Nationally Represented by  
PAUL BLOCK, Inc.

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campaigns cannot produce business where family income has been cut off by unemployment. But they also believe that a large part of the public can buy and needs to buy. In this class are people who have incomes from investments and people who have not lost their jobs.

The campaign is careful to avoid any suggestion of forcing consumers to buy what they don't need. It is directed toward offsetting the other extreme, going without things which people can afford when purchase of these requirements would return them to their normal standings as consumers.

George F. Rand, president of the Marine Trust Company of Buffalo and of the Marine Midland Group, Inc., commenting on the campaign and its purposes, stated: "I believe there are many people in a position today to buy their normal requirements. It would seem that a stimulation of such buying must be, obviously, a contributing factor toward bringing about a restoration of better business. If, by merely pointing out certain facts, we can stimulate such buying and a confidence in the future, it is our responsibility to do so."

### Warman & Hall, New Business at Buffalo

Robert B. Warman and Melvin F. Hall have formed an advertising business at Buffalo, N. Y., under the name of Warman & Hall, with offices at 433 Jackson Building. Mr. Warman was formerly with Addison Vars, Inc., advertising agency of that city. Mr. Hall was formerly with the E. P. Remington Advertising Corporation, also of Buffalo.

Frederick H. Mitchell and M. S. Bush will be associated with the new company.

### To Advertise Industrial Ventilators

Propellair, Inc., Columbus, Ohio, newly organized to manufacture Propellair industrial ventilating fans and equipment, has appointed The Parker Advertising Company, Dayton, Ohio, to direct its advertising account. Business papers and direct mail will be used.

### Artemas Ward, Inc., Changes Name

Artemas Ward, Inc., New York, Interborough subway and elevated car card and station advertising, has changed its name to the Collier Advertising Service, Inc. The change is one of name only.

### Aesop Glim Holds Hope for That Young Man

W. R. CRAFT  
CLEVELAND, OCT. 19, 1930

Editor of PRINTERS' INK:

The article, "Where to Start—In Advertising," by Aesop Glim, [October 16 issue] should be very inspiring to the young gentleman writing the want ad. for a position in an advertising agency, at any cost. But when you see a young man nowadays willing to start under such terms, it's dollars to doughnuts he's going to get in somehow. Most young men today want a bank president's salary to start without much mental effort to obtain it. If I were this young man I would sit down and write Aesop Glim a letter of thanks for having shown me the way.

I would like to see the day when every State in the Union would adopt a law compelling every man who is embarking on an advertising career to take an examination the same as doctors, lawyers, chiropractors, and what not, and in that way eliminate the quacks. It would be better for advertising agencies, manufacturers, and others in the business. And I would be the first one in line to take such an examination. And if I failed—well, I'd be there for the next one. Of course we can't all be Grouchos, either.

W. R. CRAFT.

### J. M. Bickel with Carrier Lyle Corporation

John M. Bickel, formerly sales manager of the Holmes Electric Refrigerator Company, has been appointed sales manager of the Carrier Lyle Corporation, Newark, N. J., affiliated with the Carrier Engineering Corporation, and specializing in the sale of Carrier Weather-maker, a system of air conditioning for homes. He was at one time with the New York office of the Curtis Publishing Company.

### Newspaper Campaign for Safety Razor

The Canadian Razor Manufacturing Company, Montreal, will launch an advertising campaign, using newspapers, to feature its Rola-Keen, a self stropping safety razor. The Montreal office of Campbell-Ewald, Ltd., is handling this account.

### Appoints Hull Agency

The Home Correspondence School, Springfield, Mass., has appointed W. H. Hull & Company, Inc., New York advertising agency, to direct the advertising of its short story writing course. Magazines and women's publications will be used.

### Joins E. W. Husen Company

James Shepperd, formerly with the editorial staff of *Air Travel News*, Detroit, has joined the E. W. Husen Company, direct mail, of that city, in a contract and copy capacity.

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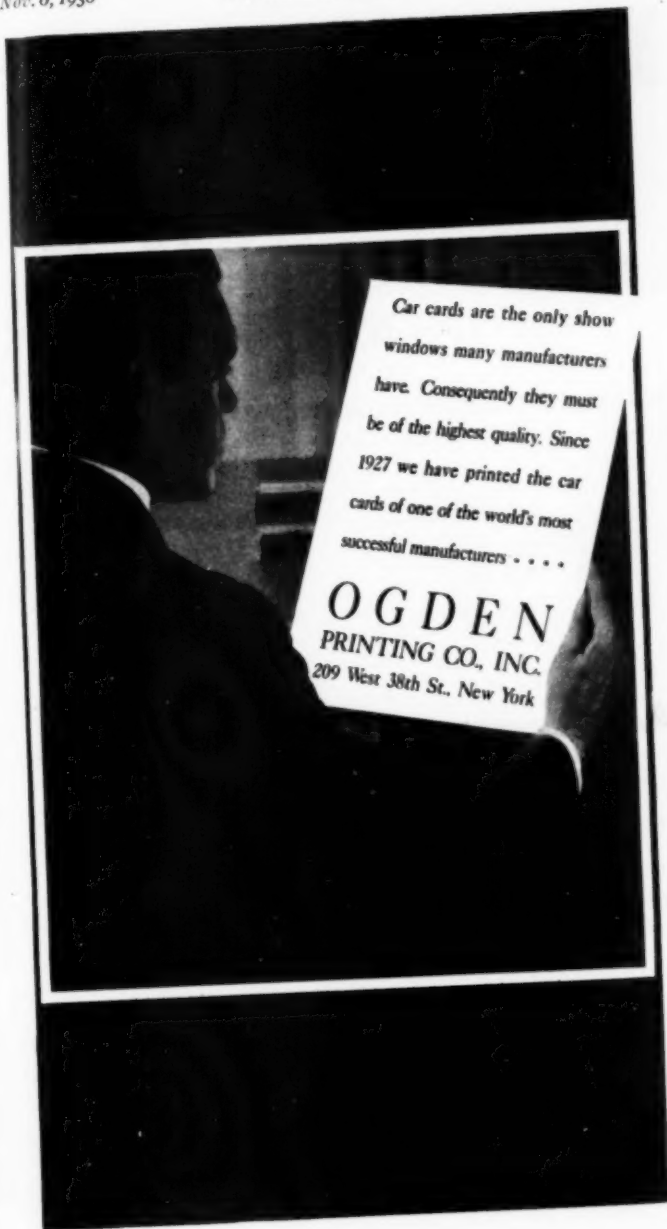
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Nov. 6, 1930



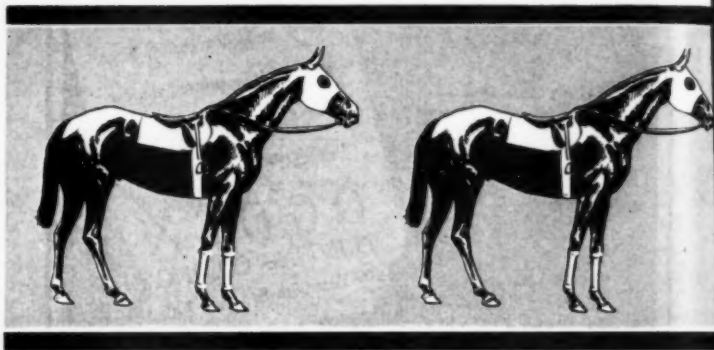
Car cards are the only show  
windows many manufacturers  
have. Consequently they must  
be of the highest quality. Since  
1927 we have printed the car  
cards of one of the world's most  
successful manufacturers . . . .

**O G D E N**  
PRINTING CO., INC.  
209 West 38th St., New York

# BOSTON-GO

**TWO SONS  
LOOK ALIKE**

*... until they start to run*



BREEZE-BYE and PASS-BYE, the two racing sons of BOSTON-GO, are almost as alike as two peas. The same fine head, both have eyes with "the look of eagles," the same splendid shoulders, show powerful backs and stout quarters. But BREEZE-BYE is a distance runner and can race his mile-and-a-quarter and ask for more, while PASS-BYE is a sprinter who "folds up" after six furlongs.

To the uninitiated advertiser, entering the "Three-Million" market

## BOSTON

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of Greater Boston, there may seem little choice between the leading newspapers as advertising mediums.

To those who know, there is as great a difference as between FREEZE-BYE and PASS-BYE.

Boston's four leading metropolitan dailies, on careful analysis, divide into two distinct groups. Those acquainted with advertising results in Boston will place three of these papers in one group. In other, by itself, they will place the Boston Herald-Traveler.

The reason for this grouping is that Boston is in reality two cities in one. Its population, though an entity, is divided by an invisible line of heredity, environment, tradition, habit and sentiment, into two distinct bodies. So wide apart are these interests that no one newspaper can possibly appeal to both. As a natural result Boston newspapers have had to select which group of citizens they would serve.

The three leading contemporaries of the Herald-Traveler focus their attention on one part of this citizenry. The Boston Herald-Traveler is planned, written and edited to serve the interests of the other group—that part which experience has proved to be the backbone of Boston's buying capacity.

In substantiation of this statement we offer as evidence the judgment of both local and national advertisers—The Boston Herald-Traveler leads all Boston newspapers in total of advertising lineage. To completely cover Boston, the fourth largest American metropolitan market, use the Herald-Traveler and one of the other three leading dailies.

Eight years the Herald-Traveler has been in National Advertising, including all financial, automobile and publication advertising of Boston daily newspapers.

Advertising Representatives:

GEORGE A. McDEVITT CO.

New York Chicago Philadelphia Detroit

# BOSTON HERALD-TRAVELER



# DO YOU

## EAT CAMPBELL'S SOUP?

## READ THE COSMOPOLITAN?

## SHAVE WITH A GILLETTE RAZOR?



—the chances are you do, for each is a leader in its line! They are among the advertisers who select *The Journal alone* to sell their products in Portland . . . who know that the newspaper preferred in 3 out of every 4 homes influences the buying habits of Portlanders. Your sales message, like theirs, can be placed before more Portland people through *The Journal* than through any other newspaper. The *Journal* has thousands more daily subscribers in the Portland trading territory . . . thousands more inches of display advertising . . . and nearly twice as much food lineage as any other Oregon newspaper. The *Journal* is away ahead and still gaining—with a 42% increase in department store advertising during the first 6 months of 1930 . . . a 10.6% increase in total display advertising during the same time.

The First Buy in Portland . . .

# THE JOURNAL

Afternoon Sunday

## PORTLAND OREGON

Represented Nationally by REYNOLDS-FITZGERALD, INC.,  
 2 West 45th St., New York; 203 North Wabash Ave., Chicago; 58 Sutter St., San Francisco; 117 West Ninth St., Los Angeles; 1524 Chestnut St., Philadelphia;  
 306 Journal Bldg., Portland. Seattle Representative, H. B. Ferriss, 3322 White Bldg.

# The Art Director's Education

Indicating Lines of Study for the Young Man or Woman Who Aspires to Become an Art Director

By Aesop Glim

**W**ITHIN the last several months, old Aesop Glim has been consulted by a number of young men who aspire to become art directors. Throwing aside my usual modesty, I admit freely that I know next to nothing about Art—abstract or applied. And by this same token, I feel more than well equipped to discuss the qualifications of a good art director and the steps by which an ambitious young man or woman might hope to become an art director. (The Blackman Company has a full-fledged woman art director on its staff—as well as several men.)

It may clarify the picture if we start with the ultimate and work back to the first steps. In other words, we will first discuss the qualifications and functionings of the ideal art director—and then go back to the process of becoming one.

The art director's first and most practical function is that of interpreter—the interpreter between the copy man who can't speak and the artist who can't hear. Whether this is a valid simile or not, we can at least say that the copy man and the artist don't speak the same language—and the art director functions as the go-between.

It should be safe to say that the average advertisement is started by the copy man. Out of his analysis of the situation at hand, he plans a message for a particular advertisement to carry. He produces a piece of copy which is the major part of that message and has, usually, some concept of the ideas which need to be pictured, in order to illuminate his message.

The copy man now takes his concept and explains it to the art director. The art director is—or should be—both an artist and an advertising man. In the latter capacity he is able to understand and discuss the copy man's suggestions. As an artist, he is able to transmit

them to the artist who will do the actual work of illustrating the advertisement. As both artist and advertising man, the art director either makes the layout or supervises its production—to the end that the copy man's message will finally be delivered to the reading public in a form that makes for both attention and comprehension.

## Leave Layout to the Expert

How this large order is filled, does not come into the present diatribe—nor is it likely that you will ever find Aesop Glim discussing the subject of layouts in terms of how and how not. I sincerely believe that a layout is a matter for a specialist and have frequently begged you to leave your layout problems for an expert to handle. Even on an apparently simple problem, the layout man will add a fraction of improvement which usually makes all the difference between 49 per cent and 99 per cent.

But it is within the province of this discussion to consider how the art director is qualified to fill such large and important orders.

There is no possible way of telling in advance what ideas the copy man may bring to the art director. He may want people pictured—people in any and all walks of life—people poor and people wealthy—people in this country and people in any other country on the face of the globe. He may want people of this or any preceding age of the world's history—or even a picturization of people somewhere in the near or distant future. Clearly the art director should know people—how they stand, posture or move—how they dress and undress.

Or he may want the accessories of mankind—past, present and future tense. And the art director should know the accessories of mankind—dwelling places from within and without, furniture for every room of the dwelling, tools,

# DO YOU

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## READ THE COSMOPOLITAN?

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## *Leave Layout to the Expert*

How this large order is filled, does not come into the present diatribe—nor is it likely that you will ever find Aesop Glim discussing the subject of layouts in terms of how and how not. I sincerely believe that a layout is a matter for a specialist and have frequently begged you to leave your layout problems for an expert to handle. Even on an apparently simple problem, the layout man will add a fraction of improvement which usually makes all the difference between 49 per cent and 99 per cent.

But it is within the province of this discussion to consider how the art director is qualified to fill such large and important orders.

There is no possible way of telling in advance what ideas the copy man may bring to the art director. He may want people pictured—people in any and all walks of life—people poor and people wealthy—people in this country and people in any other country on the face of the globe. He may want people of this or any preceding age of the world's history—or even a picturization of people somewhere in the near or distant future. Clearly the art director should know people—how they stand, posture or move—how they dress and undress.

Or he may want the accessories of mankind—past, present and future tense. And the art director should know the accessories of mankind—dwelling places from within and without, furniture for every room of the dwelling, tools,

utensils and bric-a-brac—and all the animals and machines which man has domesticated or otherwise harnessed to his use.

Before you suggest that the art director could make an independent research job for every advertisement or series of advertisements, I will go on to point out that he may be called upon to picture a religious scene, an agricultural scene, a political situation, Culture with either a C or a K, industrial scenes and historical scenes, mythical and allegorical scenes—and so on for a list so long that you would give in and admit that there wouldn't always be time and that the more an art director knew in advance about people and their ways—past, present and future—the more work he would get done.

So we will summarize a few of these points and say that the ideal art director knows something about human anatomy, costuming, architecture, interior decoration, the city and the country, geography, history and mythology, social manners and mannerisms and whatnot. And the more the better. For he must first grasp what the copy man desires (and the copy man may not always know in any detail)—and then know what artists can produce that kind of picture; he must know what to ask for, where to ask for it and then *know* whether he has received it when the finished illustration is delivered.

By inference, we have already indicated that the art director must know something about layout and design; he must know lettering and decoration; he must know Art and artists and just how much each of his artists knows about Art. He might well know something about typography.

And then he should know something about all the mechanical processes to which his work will be subjected in the course of being *reproduced*—into publication pages or posters or car-cards or mailing pieces or display material. He must know the general demands of each mechanical process and the kinds of artwork most suitable to each.

Even now I have hardly outlined the more obvious lines in which an

art director should be educated. But I believe I have indicated enough to show that the art director should be *at all times* a student of many things, both within and without the realm of Art.

And I have thereby indicated a good many lines of study for the young man or woman who aspires to become an art director. The need for a fairly lengthy apprenticeship is obvious—a period of years in which to learn certain things by doing and other things by studying.

Lettering, for instance, must be learned by doing. An art director need not be a finished letterer, but he should have devoted enough time to lettering to know all that it calls for. And a certain proficiency in lettering may mean your bread and butter, during some of the years of your apprenticeship.

"Life Class" should certainly be a part of your training. Whether you finally—as an art director—do finished sketches or not, it will be imperative that you at least know the proportions of the human body and be able to criticize a painting of a human figure in any stage of dress or undress.

Design and decoration should be part of your study—once again for bread and butter during apprenticeship, as well as for the benefit of your later critical powers.

Photography and retouching you will need to know later—perhaps your knowledge may help to support you in the meantime.

Layouts you must learn as an assistant to an able layout man. At first he will only let you finish up jobs he has started—or make revisions thereof or rescales. Later, as you have shown proficiency in doing parts of layouts, he will let you take a shot at original jobs *in toto*. Finally you will be graduated into a junior layout man, working on the less important bits of work until you grow up to maturity (date and age not designated).

\* \* \*

How to get started at any or all of this must lie largely with chances and your own initiative. Advertising departments, advertising agencies, art services, photographers, engravers, printers, lithog-



## Typical!

**C**REATING issues, provoking controversies, probing public questions, printing not only the news but *what is back of it*—all give The Evening World unique prominence in the fields of both journalism and advertising.

It is characteristic that The Evening World should print the story of liquor-buying and booze-drinking in the very shadow of the Capitol's dome... written in the words of Congress's own bootlegger... "The Man in the Green Hat."

You may have a reprint of this series. Write

## The Evening World

New York's FOUNDATION Newspaper

Tribune Tower  
Chicago

PULITZER BUILDING  
NEW YORK

Gen. Motors Bldg.  
Detroit

# • DOMINANT •••



**100,000  
CIRCULATION**

## THROUGHOUT THE

Because it combines into one, powerful, merged publication the circulation, influence and prestige of two great, well-known building mediums.

Because it is giving an unprecedented editorial service, embracing all subjects of interest to the nation's builders in unusually thorough and complete articles, selected by the leading editors in this field.

Because the variety of its illustrations, covering design, details and interiors affords an exceptionally complete and useful presentation of architectural and construction features.

Because it is the authoritative, technical publication for builders of dwellings, apartments, garages, stores and community structures . . . the essential types of construction that ab-

# AMERICAN BUILDER AND

WASHINGTON

105 W. Adams St., Chicago, Ill. Church St.



## THE BUILDING INDUSTRY

sorb a high percentage of the products annually purchased in the building market.

Because its complete circulation embraces the town and suburban builders as well as those in the large and small cities throughout the country.

Because it is regularly consulted by these builders when they select materials, products and specialties for new construction projects.

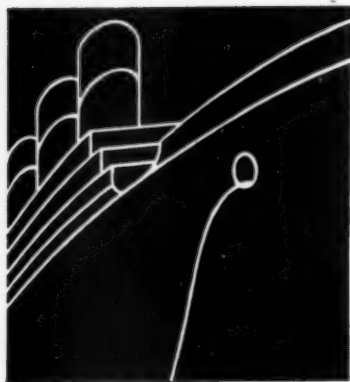
Because it includes among its regular subscribers not only the contractors, builders, community developers, and construction superintendents, but also the dealers in building materials whose influence with consumers and builders in local communities is important in the sale of all materials, products and specialties.

A Simmons-Boardman  
Publication • Member  
of National Shelter  
Group • A.B.C. • A.B.P.

# DEMAND BUILDING AGE

Church St., New York

SAN FRANCISCO



WITH THE ARRIVAL OF  
THESE TWO NEW FACES

THE FUTURA FAMILY IS NOW COMPLETE

### **futura bold condensed**

When you have to wedge a good deal of copy into a small space, without losing power or eloquence, use Futura Bold Condensed. It is a space-saving type with the characteristic carrying-quality of the Futura design. The complete Futura family may now be had from stock in these weights: Futura Light, Medium, Bold, Futura Light Oblique and Oblique Medium, Futura Demi-bold, Futura Bold Condensed. As a display letter, Futura Black.

### **futura demi-bold**

This ingenious weight fits snugly between the medium and the bold. It is an essential note in a harmoniously graduated tone-scale which affords the typographer a stream of fresh and vivid forms, seemingly endless in their novelty. Both the new faces are cut in sizes from 8 to 84 point.

**THE BAUER TYPE FOUNDRY, Inc.**  
TWO THIRTY-FIVE EAST FORTY-FIFTH STREET • NEW YORK

BAUER TYPES are carried in stock by: The Machine Composition Co., 470 Atlantic Avenue, Boston, Mass.; Emile Riehl & Sons, 18 No. Sixth Street, Philadelphia, Pa.; Turner Type Founders Co., 1729 E. 22nd Street, Cleveland, Ohio; Turner Type Founders Co., 226 North Clinton Street, Chicago, Ill.; Turner Type Founders Co., 516 W. Congress Street, Detroit, Mich.; Mackenzie & Harris, Inc., 659 Folsom Street, San Francisco, Calif.; or may be ordered through: The J. C. Niner Co., 26 South Gay Street, Baltimore, Md.; Pelouze Printers Supply Co., 25 North Twelfth Street, Richmond, Va.; James H. Holt Co., Inc., 261 Court Street, Memphis, Tenn.

rappers and many other businesses have art departments. It makes little difference where you get your apprenticeship, but it makes a lot of difference as to how long you specialize in any one branch. If you are determined to become an art director, be sure that you are progressing toward that goal every year. Don't go to sleep on a side line, just because it's comfortable and you are eating regularly. When the time comes to move on to another line of work, if you can't make that move with the same firm, you must move to another firm. You have too many lines to cover to wait around—if you still hope to become an art director before you are sixty.

If you are totally a beginner, you may get a job as errand and odd-job boy in an art department, and you may stay in that one department until you get to the top. Combining observation of all that goes on around you, with night work and study, taking a shot at any kind of job anyone will let you try, earning the interest of your seniors in the department, you may achieve your goal and still remain on one pay-roll throughout your career. That happens and is obviously an ideal path. But there is probably no one route to an art directorship; get a picture of all the job calls for, all the lines you need to study and work at—and keep moving along. Even as an art director you're not apt to make any millions, so don't worry too greatly if you are hungry from time to time—on the way up.

\* \* \*

Lastly—and particularly for the person who has had some of this experience, but wants to know how to move on—it is of the utmost importance that you have at all times a portfolio of samples which show your ability as of that moment.

The tricky word in that sentence is "ability." You may not have had the opportunity to do important jobs; thus you haven't an elaborate display of samples of important work actually done. At the same time, you have ability to a degree and could actually do certain types of work at which you

haven't yet had a chance. Make up samples of your ability—your ability as of the current moment—in as many lines as possible. Samples of lettering, design, layout, figure sketches, etc. Be sure you don't cheat at this. The samples should all be of your own origination—as against copies of other people's work.

Such a display—showing what you can do as against what you have done, may be the means to getting you a better job. Sooner or later some employer ought to get a big kick out of his "discovery" of your ability. Give him the chance!

### Chicago Mail Advertising Group Elects

A. M. Kanaske, of A. M. Kanaske, Inc., has been elected president of the Chicago Mail Advertising Service Association. Joseph H. Robinson, of the Atlas-Robinson Company, was named vice-president. Julia Bahr, of the J. B. Bahr Service, is the new secretary and Arthur L. Francis, of the Lincoln Letter Company, is treasurer. Josephine Kiernan, of the Sales Letter Corporation, and Anthony Blaskstein, of the Globe Circular Letter Service, are the new directors.

### F. L. Titsworth Joins Hodge-Hansen

Fred L. Titsworth, formerly advertising manager of the A. J. Kirstin Company, Escanaba, Mich., and sales and advertising manager of the Auburn Rubber Company, Auburn, Ind., has joined the Hodge-Hansen Company, Chicago advertising agency, as a contact man.

### S. H. Twist with Metal Specialties Mfg. Company

Stanly H. Twist, formerly sales promotion and advertising manager of the Bell & Howell Company, Chicago, Filmo movie cameras and equipment, has been appointed sales manager of the Metal Specialties Manufacturing Company, of that city, maker of Presto spray painting equipment and automotive accessories.

### Death of Dr. H. E. Stockbridge

Dr. Horace E. Stockbridge, one of the founders of *The Southern Ruralist*, Atlanta, and for sixteen years its editor, died last week at Atlanta. He was seventy-three years old.

Frank A. Tichenor, publisher of *Aero Digest*, New York, has acquired *Fore An' Aft*, yachting publication, of that city.

# How Advertisers May Meet the Private Brand Problem

There Is No Panacea—But Some Promising Measures of Expediency Have Been Worked Out

I

By C. B. Larrabee

AT the present time, most of the controversy over the national brand-private label situation rages about the matter of price. The wholesaler and the retailer maintain that the prices on advertised brands are such that there is not a sufficient differential between the buying price and selling price to give the wholesaler and retailer sufficient profit.

Most wholesalers and retailers will not deny the efficacy of national advertising, but where a few years ago they felt themselves forced to handle advertised brands on a non-profit or unprofitable basis, today they are seriously considering the elimination of all unprofitable merchandise. No less an authority than *Groceries* estimates that about 45 per cent of the advertised brands in the food field either yield no profit or have to be sold at a loss. Other authorities believe that this figure is high, while there are plenty of wholesalers who will maintain that it is low. The fact remains that there are a considerable number of items which, under the present conditions, do not yield wholesaler and retailer a satisfactory profit in their competition with the chains.

Therefore, the adjustment of the price differential is at once a matter of expediency and a basic consideration in any long-time plan.

There is no question that a number of advertisers have played

fast and loose with the price situation. There is one striking instance of a chain which has more or less consistently, over a period of years, conducted sales on a certain item of merchandise. The sales prices on this item are lower to the consumer than the jobber himself can buy in quantity at the plant of the manufacturer. Obviously, here is an inexcusable situation unless the manufacturer is willing to turn his back on the independent entirely—a course of action which this particular manufacturer has not taken by any means.

A number of the other measures suggested in this article will have an effect on price and therefore will be discussed later. There are some broader considerations, however, which can be taken up at this point.

## Clearly Defined Price Policy Is Necessary

The manufacturer of the future who wishes to avoid many of the most serious phases of the private brand controversy must have a clearly defined price policy. If he is to hope to continue to sell successfully through independent outlets as well as through chains, he must reach some kind of price adjustment whereby the chains are not so favored beyond the independent that they can consistently undercut the independent retailer.

One large company has laid down a policy, which it follows adamantly, that the highest price paid by any wholesaler shall be at least 5 per cent less than the lowest possible price at which any chain or other large retail organization can buy the merchandise. Five per cent is not a great differential, but this manufacturer has

Other articles by Mr. Larrabee analyzing the current private brand situation bore the following titles and will be found in the indicated issues:

"Where Are Tomorrow's Advertisers Coming From?" page 3, Sept. 11, 1930; "Distributors in Conflict," page 50, Oct. 2, 1930; "Distributors in Conflict," page 17, Oct. 9, 1930; "Distributors in Conflict," page 91, Oct. 16, 1930; "Advertising Is the Best Bulwark Against the Private Label," page 93, Oct. 23, 1930.



## Telephones Tell the Trend

The use of the telephone reflects the growth of a community and the trend of the times.

The National Capital, one of the cities in the United States with more than 100,000 telephones, ranks second in telephone development during the last decade and is twelfth in the number of telephones in use, according to the Telephone Company's figures.

There are 163,736 telephones in the National Capital—which is one for every 3.3 persons, who during the month of September made 15,604,145 calls.

Washington is a busy city, the center of a prosperous market of three-quarters of a million people who can be completely reached in their homes by ONE PAPER—THE STAR—Evening and Sunday.

## The Evening Star.

*With Sunday Morning Edition*

**WASHINGTON, D. C.**

New York Office:  
Dan A. Carroll  
110 E. 42nd Street

Member  
The 100,000 Group  
of American Cities

Chicago Office:  
J. E. Lutz  
Lake Michigan Bldg.

found out that he can get both chain and independent distribution satisfactorily on this basis.

It is a lot simpler to describe such a policy than actually to put it into practice. It is interesting to note, however, that some of the largest national advertisers have been putting into effect marked price revisions against the protests of the chain. In spite of these protests, they are slowly working themselves into the position where the independent can handle their merchandise at a profit and yet come somewhere near meeting chain prices and are bringing about this revision without losing any considerable proportion of their chain distribution.

Very often there is a good reason why advertised merchandise should be more expensive than seemingly similar private-label merchandise. Too many manufacturers, however, are quite content to know that they have justice on their side, without realizing that justice doesn't mean very much if it is not understood by others. So long as the wholesaler and retailer believe that they are being unjustly overcharged, a manufacturer's pleasant consciousness that this is not so will not be of any particular help to him.

### ***The Price Story Should Be Told***

There is little doubt that far too many manufacturers of advertised brands have been either too ignorant or too unaggressive to make the price story clear. The successful manufacturer of the future will have to take an aggressive stand in pointing out to the wholesaler, the retailer and, most important of all, to the consumer the reason why he charges more for his product than a private-label vendor charges for his.

Of course, if the charge is not justified the manufacturer will lose out because his arguments will not be convincing. However, where the consumer actually is getting better value and better protection through the buying of higher-priced national merchandise, the manufacturer has a real story to tell and should take the offensive. The sooner he does so, the better.

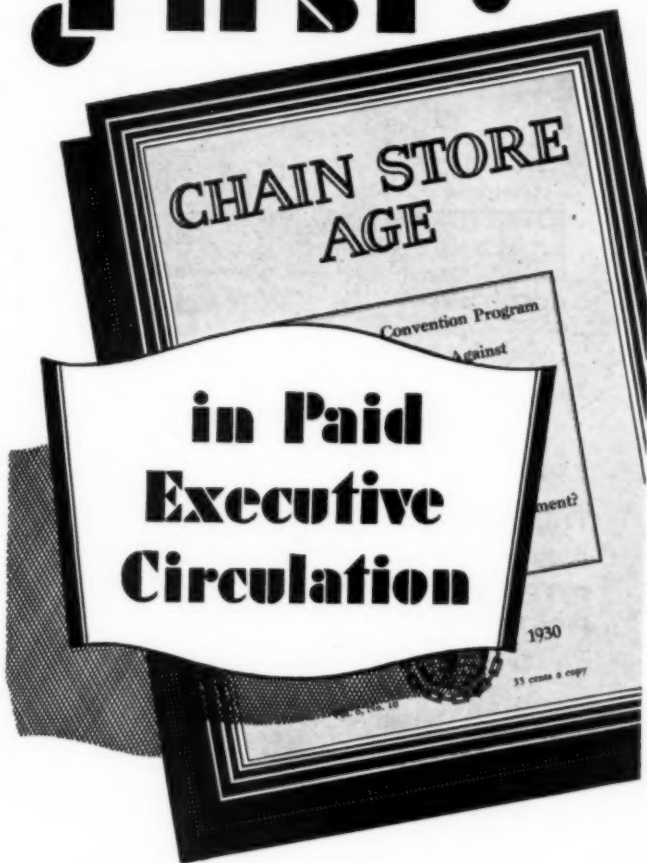
The national advertiser must get it quite clearly into his mind that if he does not provide the distributors of his product with adequate compensation for the service they give him, he cannot hope to survive. The wholesaler and retailer of today are too wise to carry many non-profit or unprofitable items except as matters of convenience to their customers. As a matter of fact, as I have pointed out in earlier articles, a number of wholesalers are definitely refusing to handle unprofitable merchandise and are turning these unprofitable orders over to competitors, rather than handle them at a loss.

In many cases there is a price differential which is unjustifiable. A number of manufacturers are hiding behind the excuse that advertising adds to the cost of the merchandise and are overlooking the fact that there are many economies that they could institute to cut down the differential. These manufacturers either must take drastic measures to reduce the differential or they will find themselves left out in the cold when the final showdown comes. Before taking up certain methods of reducing costs, we should consider a few subjects of policy.

The national advertiser of tomorrow must have a clear-cut distribution policy. He must make the decision once and for all whether he chooses to stand with the chain store or with the independent. There is no particular reason why he cannot do business with both groups successfully, but he can never succeed in doing so, so long as he follows a policy of double-dealing and concealment. The manufacturer who maintains a price policy based solely on haggling, who lets buyers rather than his own costs fix his selling prices, who takes all the traffic can bear from the wholesaler and then sells at a ruinously small profit to the chains in order to keep his factories open—this manufacturer is doomed. The day is past when he can let his right hand and his left hand act independently.

No doubt there will be some manufacturers who will decide to

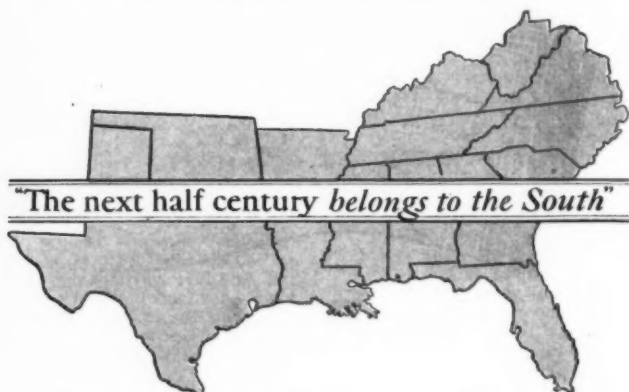
# First.



**CHAIN STORE AGE**  
93 Worth Street      New York City

# Entire Southern

*The Southern states, a mighty empire themselves, offer a receptive rural audience of over one million homes that can be effectively and economically reached by The PROGRESSIVE FARMER and Southern Ruralist!*



THE PROGRESSIVE FARMER and Southern Ruralist, issued semi-monthly and in five separate editions, is the only publication offering all these advantages:

- 1 Dominant and economical coverage of a primary market.
- 2 Highly localized editorial service—with resultant reader influence—by the largest staff of full time editors of any farm publication.
- 3 Advertising rate of one-half cent a line per thousand subscribers.

One Million net paid circulation guaranteed. Advertising rate, \$5.00 per line, equivalent to a page rate of \$3.64 per thousand subscribers.

## 1,000,000 CIRCULATION

# Farm Market...

*unified—dominated  
with one sales medium!*

THIS vast and predominantly rural area is accorded constantly increasing world importance. Its powerful purchasing power is proved—and its buying interests are modern and advanced.

Southern agriculture, now producing yearly one-third of the cash farm wealth of the Nation, has but one-fifth its land under cultivation. Farmers of this area are eager to adopt the means and methods of manufacturers who recognize the true importance of a market enjoying sound prosperity. This entire area is unified by The PROGRESSIVE FARMER and Southern Ruralist—which, issued semi-monthly in five sectional editions, is possessed of a degree of reader interest that has made it a sales medium of incalculable power and prestige.

Any sales plan, directed towards Southern farm life, should include this—the most largely circulated and widely read publication in the South!

## *The* Progressive Farmer AND Southern Ruralist

BIRMINGHAM

Raleigh

Memphis

ATLANTA

Dallas

Louisville

*Western Representatives*  
Standard Farm Papers, Inc.  
Daily News Bldg., Chicago, Ill.

*Eastern Representatives*  
Wallace C. Richardson, Inc.  
250 Park Ave., New York, N. Y.

*Pacific Coast Representative:* Edward S. Townsend, 713 Hearst Bldg., San Francisco, Cal.

..... GUARANTEED



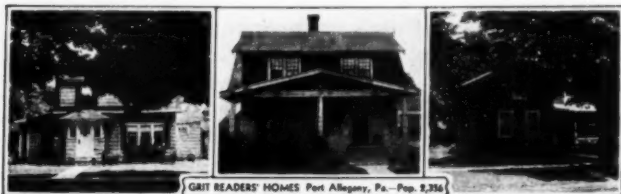
## Merchants In Small Towns Say "GRIT Boosts Sales!"

**P**ORT ALLEGANY, PA., (population 2,356) is a typical GRIT small town. Three glass factories and two chemical plants form the nucleus of the industrial activity which marks this thriving town, furnishing about 600 people with employment.

GRIT has a circulation of 229 copies among Port Allegany's 605 families (more than any national magazine or outside newspaper). No wonder the

local merchants would like to see your advertising in GRIT! They know that GRIT will boost sales of your goods and help their turnover.

Remember, Port Allegany is only one out of 14,000 similar small towns where GRIT is read every week by over 415,000 families. You can influence their buying habits through your advertising in GRIT. Ask for a copy of the "Marketing Survey of 29 Small Towns."



Read Every Week by Over 415,000 Families  
in 14,000 Small Towns

Member A. B. C.

Williamsport, Pa.

cast their lot with the chains. For some, this may be the wisest policy. The one big disadvantage inherent in such a policy is that once a manufacturer does his business entirely with chains on a price basis, the chains are running his business for him. This may not be a disadvantage in some instances, and if the manufacturer, after weighing the pros and cons, decides that his successful future lies in exclusive chain merchandising then he is probably following the wise course. A few authorities, among them A. Lincoln Filene, believe the chain is on the threshold of great growth.

The great majority of manufacturers, however, must bear in mind that the independent retailer is still a great factor in retail distribution and that every indication is that he will remain so for many years. Carl W. Dipman, editor of *The Progressive Grocer*, has estimated that independent grocery stores do 70.5 per cent of the business in the food field. A survey made by Standard Farm Papers, Inc., showed that out of 32,500 farmers in eight Midwestern States 81 per cent do the majority of their trading with independent stores. These and similar figures the manufacturer must consider seriously.

Once the manufacturer decides definitely that he will distribute through both the independent and the chains he must mould his distribution policies so that not only will he make a profit, but also so that all of his distributors, whether chain or independent, will make a satisfactory profit. This is not alone a price matter, but also a matter of merchandising help which goes much deeper than some of the superficial plans which a number of manufacturers have tried to foist on the wholesaler with the idea of blinding him to the concessions made to the chains.

#### **Competitoritis**

The manufacturer of the future must avoid the serious mistake of keeping too close an eye on his competitors. Probably one of the most important contributing causes

to the present situation is this disease of *competitoritis*. Too many manufacturers are keeping too close a watch on their competitors, both strong and weak. Because a weak competitor, in an effort to forestall absolute failure, sells cheaply to a wholesaler or a chain, manufacturers in a strong position try to meet prices. The result is a price war which profits no one and ruins many.

The manufacturer of the future will have to hew his way according to his own experience. Every manufacturer knows his own costs, knows his own methods of doing business, and knows what should be a fair selling price for his merchandise. As soon as he reduces that fair price in order to meet competitors' prices, he is slowly committing suicide.

To be sure, he cannot ignore the actions of his competitors because they may have been able to introduce economies which make it possible for them to reduce their prices. However, his answer to this situation is not to reduce his prices alone, but rather to introduce the economies which will enable him to bring his prices down to a level with those of his competitors. Too many manufacturers have allowed themselves to be thrown into a panic and have engaged in price wars which have not been warranted.

Any close student of business history knows the devastation created by a price war. Even if the manufacturer succeeds in winning a price war and putting a competitor out of business, he finds himself in the sad position of being forced to raise his prices against the active opposition of all those who have bought from him. The wholesaler who has bought merchandise at \$7 a case will not want to buy that same merchandise at \$9 a case even though he knows that the \$7 price represented practically no profit. The consumer who has bought something for 50 cents will not want to pay 90 cents for the same merchandise.

The manufacturer of the future

will make a serious effort to cut down his waste in distribution and production. It would be impossible in the space allotted to set down all the possible economies that may be instituted, but I can describe the plan of action taken by a certain well-known national advertiser which will show his reasoning and the results he has achieved. In order that there may be no possible method of identifying this manufacturer (the facts were given to me in confidence) all prices quoted have been disguised.

### *The Distributors Revolt*

About a year ago, this manufacturer found himself faced with what amounted to revolt among his distributors. The wholesalers pointed out to him that they could buy similar merchandise for distribution under their own private labels for about \$1.50 a case less than he was selling it to them. He had several conferences with wholesalers and they were able to demonstrate to him conclusively that, in spite of his national advertising, this difference in price was so large that the savings which could be passed on to consumers were so great that consumers would buy private label merchandise rather than the advertised product. The wholesalers admitted, however, quite frankly, that if there were a difference of only a cent a package, the national advertising would hold the sales for the advertised brand. They were also frank in admitting to the manufacturer that they would prefer to handle the advertised merchandise because it was easier to sell to the retailer and that the retailer would prefer to handle it because it was easier to sell to the consumer. That is, it was easier to sell if the price differential was no more than a cent or a half cent per package.

The manufacturer then decided to make a definite analysis of the situation. He admitted to me that he probably went at the problem in an unorthodox manner. He made a careful investigation and determined that advertising was

worth exactly 50 cents per case. That is, he found that if he could sell to the wholesaler at a differential of 50 cents a case more than the wholesaler could buy private label merchandise, the wholesaler would prefer the advertised brand. Therefore, he set about to find out what economies he could effect which would bring his selling price \$1 lower.

On the surface it would seem that drastic measures would be necessary and they were. The surprising thing, the manufacturer admitted to me, is that he was able to reduce his costs and today is making a larger net profit per case at \$11 than he was when he was selling the merchandise at \$12 per case.

Here are some of the things he did: First, he culled out a lot of uneconomic distributors. He found that he had a number of wholesalers on his list who were not profitable vendors of his merchandise. They were not handling it in large quantities. They were slow pay. They were not giving him co-operation. In many other ways they were proving valueless. Worse than that, the effort and money that he spent on them compelled him to charge his good distributors more than was necessary.

Next, he decided on what would be the minimum profitable order that he could deliver to a wholesaler. This meant that he still further culled out certain wholesalers who could not or would not buy in large quantities. Today he is selling nothing less than car-load lots and is not allowing drop shipments.

Third, he eliminated all co-operative advertising with retailers. Although this was practically an established policy in the industry he found that it was economically unsound and that the money spent on co-operative advertising was not bringing in anywhere near the returns that his other advertising money was bringing him. He explained the situation frankly to wholesalers and retailers and told me that he was astounded to

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## It Has Been Proven Many Times That a Good Big Man is Better Than a Good Little Man

— — —and so it is with newspaper circulations. Oftimes weaker newspapers are prone to alibi their comparative lack of circulation by saying, "Ours is a 'Quality' Circulation." They would infer that a lack of quantity means improvement in quality.

Not many advertisers are fooled by this myth any more. Most of them know that if a newspaper's circulation is clean and "cash-paid," and distributed in a well-to-do area—that the more they can get of it, the better.

— — —and most advertisers in Los Angeles, both Local and National, know that there is one "Big" daily newspaper here, with a circulation thousands greater than any other Los Angeles daily (morning or evening), and every bit of it "clean" and sold for cash.

It follows, of course, that this newspaper consistently leads all Los Angeles daily papers in Volume of Advertising by a huge margin.

— — —The Newspaper referred to is The—

# LOS ANGELES EVENING HERALD

*Represented in*

New York  
by  
**HERBERT W. MOLONEY**  
342 Madison Ave.  
Chicago  
by  
**JOHN H. LEDERER**  
326 Madison

Detroit  
by  
**RAY MILLER**  
General Motors Bldg.  
San Francisco  
by  
**A. J. NORRIS HILL**  
Hearst Bldg.

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find that many of them applauded his stand and showed that they had not believed in the co-operative advertising efforts. He does not condemn co-operative advertising on this account, but says that it is uneconomical in his particular industry and predicts that it will be entirely eliminated in this industry within five years.

Fourth, he put his wholesalers on a quota system whereby they were rewarded for extra efforts by extra discounts. These discounts were fully justified and he tells me that after about six months of operation, this quota system has resulted in a saving of several cents per case on the merchandise.

#### *Sales Force Reduced*

Fifth, he reduced his sales force. He found that he was hiring a number of unprofitable salesmen whose selling costs ran very high. On the other hand, he had a number of salesmen whose selling costs were low and who justified their retention. His salesmen had been doing missionary work among retailers and he decided to eliminate all missionary work which was a duplication of the work of jobber salesmen. He told the jobbers quite frankly why he was doing this and told them that he believed that their salesmen were no longer order-takers and that missionary effort was no longer necessary. He says that today he is getting better co-operation from jobber salesmen than he ever had and that in many cases the work that they can do for him is vastly superior to the missionary work which many of his less efficient salesmen were performing previous to the present plan.

All of these savings were brought about by studying distribution. The manufacturer then turned his eye to the factories. Without going into detail I may say that he found several weak spots in his production methods. A particularly weak spot was in his packing room and he found that a comparatively simple redesigning of packing cases and cartons effected a considerable saving not only in the

cost of material, but also in the cost of handling. At the same time, it gave the wholesaler a better unit to handle.

That little story demonstrates what one manufacturer accomplished by a thorough overhauling of his distribution and production policies. It is significant that at the same time that he was overhauling these policies, he also notified two large chain groups that he would no longer sell to them at the prices which they had enjoyed for several years. Both chains threatened to throw his merchandise out of their stores and one of them did. Both are now selling the merchandise because they have been practically forced to since this manufacturer's advertising has been consistently effective.

If any readers get the impression that I think that every manufacturer can do just what this particular advertiser did, they misunderstand me. There is no question that this advertiser's policies were more shot through with weaknesses than those of certain other advertisers. I know of many advertisers who have gone through similar experiences during the last few years and there are only a few of them who have not been able to reduce their prices. At the same time, they have won the greater co-operation of wholesalers. In few instances have they made the enmity of the chains which they so greatly feared.

A thorough overhauling of distribution and production policies will not be a panacea. That is too much to hope for. On the other hand, such an overhauling in many companies will work wonders. The only danger is that the manufacturer will not be willing to make the self-analysis necessary and will stop with his job only half way done. In making such an overhauling anything that is traditional should be immediately suspected. "It can't be done" is not the slogan which will make the overhauling process a success.

Next week, in a second article in this series of two, I shall outline some additional remedies—suggested and actually applied.

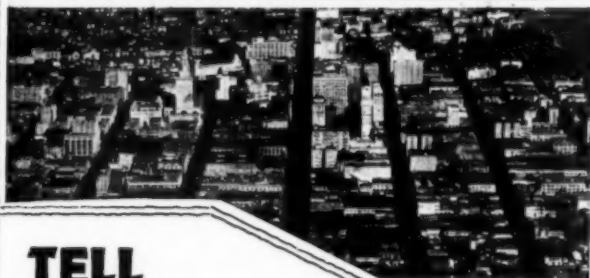
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## TELL YOUR STORY

Next Monday, November 10, the **TRIBUNE's** annual Electric Cooking School will open in Oakland Municipal Auditorium. The school is to be held in conjunction with the Pacific Slope Dairy Show, and will run for five days, closing on November 14.

Nationally known home economics experts will lecture at each session of the school. A baking contest has been arranged with valuable prizes to the winners.

During the week of this event, the interests of thousands of housewives of the Oakland Market will be centered in food and its preparation. Put your message before them in the newspaper which they all read.

**Oakland Tribune**

OAKLAND, CALIFORNIA

(Member A.B.C.; the 100,000 Group of American Cities)

*National Representatives*

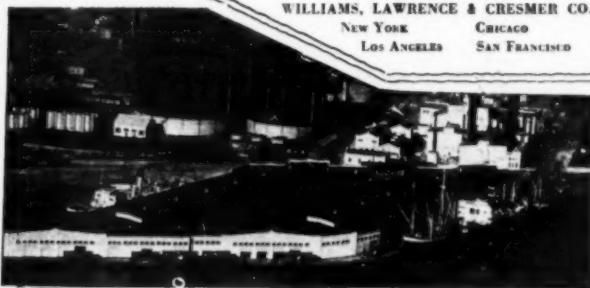
**WILLIAMS, LAWRENCE & CRESMER CO.**

NEW YORK

CHICAGO

LOS ANGELES

SAN FRANCISCO



# EXCERPTA

*from advertisements that have appeared  
in The New Yorker during the month of*

OCTOBER 1930

## OSHKOSH TRUNKS

We are told that two trunk manufacturers committed suicide when they saw the Oshkosh "Chief" Wardrobe for the first time. They were old men, and it was too late for them to go into any other business.

*Oct. 11, Page 63.*

## GENERAL MOTORS

The turning point in the World War came when the allied governments, each powerful in itself, agreed to unite all their forces under one supreme command.

*Oct. 18, Page 15.*

## WOMRATH'S LIBRARY

When in doubt ride Elephants!

*Oct. 18, Page 111.*

## PREMIER SALAD DRESSING

Tuesday—the day when the Duc de Mornay, after a trip to America, where he had been greatly delighted by the native idiom, said to his talkative wife, "Cheese it!" She, mistaking his meaning, put cheese on the fish

she was cooking at the time; thus she invented the sauce that takes its name from her lord and master.

*Oct. 25, Page 66.*

## OVINGTON'S

Behaviorists to the contrary, little Wellington III exhibits marked instincts. When confronted with a glistening baby goblet from Ovington's.

*Oct. 25, Page 6.*

## TUDOR CITY

Let's be quite fair about this subway business. Actually, after half an hour or so of cramped traveling through noisome depths, the subwayite does come up to God-given light and air.

*Oct. 18, Page 53.*

## MURAD

When you are taking le chien (the dog) for a promenade (walk) and you meet the only girl in the world . . . retain your aplomb (pronounced aplomb) . . . be nonchalant . . .

*Oct. 11, Page 54.*

## CANADIAN PACIFIC

In the Orient, washdays have seen no change in centuries.

*Oct. 18, Page 75.*

## FOWNE'S GLOVES

The one high spot in the uneventful life of George IV of England was the day in 1777 when he tried on the very first pair of Fownes Gloves. It is a matter of record that the future monarch (then five years old) exclaimed delightedly, "Thumbs up for Fownes!" Or something of the sort.

*Oct. 25, Page 100.*

## W. & J. SLOANE

To the cave of Ogud came the tribesmen for council with their chieftain. While the councillors debated through the night, Ogud's family drowsed uncomfortably in a corner. As the councils became more frequent, Ogud's wife sought a solution in separate sleeping quarters. So another room was hewn out of the rock and suitably furnished.

*Oct. 4, Page 65.*

## DEL MONTE

Lodge Hotel—in 1880 when a tandem bicycle was the sportiest two seater of the day . . . when "hacks" were in vogue . . . and "bustles" were the style . . . when Brooklyn Bridge was one of the "seven wonders" of the world . . . and Niagara Falls was the "honey-mooners" delight . . .

*Oct. 11, Page 81.*

## BAMBERGER'S

Maybe your great grandmother left you her Waterford glasses.

*Oct. 18, Page 103.*

## CHRYSLER

In the dark all cats are grey.

*Oct. 11, Page 51.*

## GLAZO

How long since anyone has said, "What pretty hands you have!"

*Oct. 18, Page 46.*

When Jack Point, the jester of "The Tower of London" complained that "An accepted Wit has only to say 'Pass The Mustard' and the World laughs," he was really complaining of the World's failure to understand that the Soul of Wit is not mere Brevity, but Truth. Thus it is that people with a keen enjoyment of Wit are not (though the World insists to the contrary) frivolous and feather minded. In fact these are the most serious minded people; for by corollary, they recognize Truth when they meet it.

# THE NEW YORKER

25 WEST 45th STREET

NEW YORK CITY

# The world's most interesting Magazine

**N**O magazine ever published has ever approached the circulation of *The American Weekly*. Its nearest competitor can boast of less than half as many readers.

Every Sunday morning, in nearly 6,000,000 homes in forty-eight states the arrival of *The American Weekly* is eagerly awaited.

One out of every four families throughout this great land is numbered among its readers.

What is the secret of this great success? How has *The American Weekly* been able to set this outstanding record?

The answer, so simple it almost challenges belief.

*The American Weekly* has the greatest circulation on earth merely because it is the most interesting magazine on earth.

You have only to pick up the current copy of this magazine and turn slowly through its pages to realize that this is so.

Come, now, what would interest you?

The ingredients of all great literature are to be found within its pages. With facts that are stranger than fiction, it lays bare the lives of real people just as de Maupassant, Shakespeare, Dickens, Dumas, Victor Hugo and Tolstoy stripped bare the souls of the creatures of their imagination.

For the lover of romance there

are two serials by great contemporary writers. Science? Our greatest modern authorities explain the newest triumphs of the laboratory for the layman. Archaeology, art, fashion, natural history, primitive beliefs and weird customs, astronomy and the occult—these and a score of other subjects that grip the interest of mankind are handled by world masters of each subject.

You, the individual, may not be interested in everything that is printed in every issue, but you are certain to find much of vital interest in each copy.

And so with all the others who make up the stupendous total of nearly 6,000,000 circulation for this, the most interesting magazine in the world.

Nearly 6,000,000 interested families located in the richest buying areas of the United States available to the national advertiser at the lowest cost per family.

In 536 of America's 812 towns and cities of 10,000 population and over it concentrates and dominates.

In each of 185 cities, *The American Weekly* reaches one out of every two families.

In 132 more cities, it reaches 40 to 50%.

In an additional 102 cities, it reaches 30 to 40%.

In another 117 cities, it reaches 20 to 30%.

—and in addition, nearly 2,000,000 families in thousands of other communities, large and small, regularly buy *The American Weekly*.

Where can you spend your advertising dollar more effectively?

**THE AMERICAN  
AWEEKLY**  
Greatest  
Circulation  
in the World

Main Office: 959 Eighth Avenue, New York City

Branch Offices: WRIGLEY BLDG., CHICAGO . . . 5 WINTHROP SQUARE, BOSTON  
753 BONNIE BRAE, LOS ANGELES . . . 222 MONADNOCK BLDG., SAN FRANCISCO  
11-250 GENERAL MOTORS BLDG., DETROIT . . . 1138 HANNA BLDG., CLEVELAND  
101 MARINETTA ST., ATLANTA . . . INTERNATIONAL OFFICE BLDG., ST. LOUIS

# Will the Savings Banks Encourage Spending?

"From Now On Don't Try to Save So Much. Spend Some"—How Would That Sound, Coming from the Savings Bank Bankers?

By Arthur H. Little

WHERE is America's money? Where are the funds of the citizens of this republic—a nation that, so we have been assured repeatedly, is fundamentally sound? Where are the consumers' dollars, the dollars that could be buying merchandise?

Some part of the nation's wealth deflated itself last fall; and, although much of that part was wealth that had existed only on paper — wealth that never had circulated—industry still feels the deflation's aftermath, and in many ways. To cite but one particular closely related to the stock market recession, the shrinkage in the quoted prices of securities created a vacuum into which has been drawn some part of the national wealth, to the end that balance might be maintained between obligation and collateral. There is a disputed degree of unemployment. There is present the potent factor of mass psychology, operating now to tinge the public's buying with caution.

And yet, fundamentally the nation is still sound. Indeed, it would seem to be sounder now than it was last fall. For its soundness then was predicated upon and imbedded in the rock of consumers' resources, and those resources were so tangible and real as to be represented by a vast total of deposits in savings banks. The impression seems to be general—as are many financial impressions that

originate in New York—that nationally the total of savings bank deposits is vastly greater than it was a year ago.

Here, then, is a reservoir of money—not profits on paper, but

*This is your time to buy!*

Your budget now permits  
**Berkey & Gay Furniture**



There is a world of difference between a man who has a good budget and a man who has a bad budget. The man with a good budget can afford to buy the best of everything. The man with a bad budget can only afford to buy the cheapest. The man with a good budget can afford to buy the best of everything. The man with a bad budget can only afford to buy the cheapest.

There is a world of difference between a man who has a good budget and a man who has a bad budget. The man with a good budget can afford to buy the best of everything. The man with a bad budget can only afford to buy the cheapest. The man with a good budget can afford to buy the best of everything. The man with a bad budget can only afford to buy the cheapest.

**Berkey & Gay**

Division of International Commerce  
Division of Sales—Washington—Spring  
"Let's Buy"

*Will Savings Banks Soon Be Using Advertising Similar to This?*

cash. And in the mind of many a manufacturer who would exchange his merchandise for his share of that cash, there arise such questions as these:

Impelled by an excess of caution, are the people hoarding? Are they being encouraged to hoard? Might their confidence be restored by the assurance—coming from a source in which the people always have invested a special kind of confidence—that the country would

be the better economically if the people, instead of saving all, would spend at least a little?

If a manufacturer says to the people—as manufacturers have said and are saying—"Spend a little, please!" will the people see in him a special pleader, pleading for a cause that is distinctly his own? But if the savings banks, collectively and nationally, or in regional groups, should voice the same admonition, would not the people say: "If the banker, and especially the savings bank banker, advises us to spend—spend wisely, to be sure, but spend—then the idea must be safe?"

It is the purpose of this discussion to present something of a survey of the savings banks' position and something of a cross-section of savings bank thought concerning that position.

No manufacturer—certainly no manufacturer in the East—could be accused of jumping at conclusions who concludes that savings bank vaults are bulging with money. Speaking over the radio in Boston's "Buy Now" campaign late this summer, Mayor James M. Curley told New England listeners: "The deposits in mutual savings banks, which control more than 30 per cent of all the savings in the United States, showed gains of \$273,000,000 for the six months up to June 30 of this year, in contrast to a loss of \$82,000,000 in the last half of 1929."

In Mayor Curley's New England, many a manufacturer of shoes or of textiles, many a manufacturer whose plant was operating on a curtailed scale, well knew, as he listened to the figures, that the Boston mayor was sketching a condition that is highlighted in New England, itself. And it is a condition that is reflected and highlighted, even more spectacularly, in New York.

As is many a savings bank banker in New England, savings bank men in New York are harassed by an embarrassment of riches. While money rates have dropped—the same money rates that enable banks to earn profits—deposits have piled in. To stem

the inflowing tide and, at the same time, to adjust outgo against income, New York savings banks have adopted either, or both, of two expedients: Cutting the interest rate from 4½ to 4 per cent; and limiting the total of deposits that will be accepted, either within a given period or for all time, from any single depositor. Thus, to cite one example, the Seamen's Bank for Savings, operating upon the principle that no private individual, of the class for which savings banks were founded, can save more than a definitely limited amount in a definite period, refuses to accept more than \$1,000 from any depositor in three months, or more than \$4,000 in a year.

Yet, despite lowered return and despite restrictions, savings deposits in New York have mounted skyward, and are continuing to mount.

Their upward course is traced in the month-to-month totals of the Bowery Savings Bank—month-end totals that rise like this:

December, 1929 .....	\$322,600,000
January, 1930 .....	330,175,000
February .....	333,733,000
March .....	341,144,000
April .....	344,564,000
May .....	346,155,000
June .....	351,302,000
July .....	357,136,000
August .....	360,261,000
September .....	367,323,000

Thus, the total of savings deposits in one bank, having increased at the rate of more than \$44,000,000 in nine months, today stands at a figure that would buy a normal year's export output of one of America's biggest manufacturing enterprises—the General Motors Corporation—and leave a loose-change surplus of more than \$100,000,000.

To be sure, New York and New England represent an extreme. W. Espey Albig, deputy manager of the American Bankers Association and head of the association's Savings Bank Division, says that bankers elsewhere in the country confront, not so generally the problem of finding work for augmented deposits to do, as the problem of protecting certain of

# covering florida's richest market

**L** EADING national advertisers know Tampa as the key city of the most populous section of Florida. And they know the Tampa Tribune as the only newspaper presenting complete coverage of this great market.

Year after year national advertisers have used the Tampa Tribune to cover the rich citrus and truck farming region of Florida. They have used the Tribune in a ratio of more than  $2\frac{1}{2}$  to 1 over any other newspaper in this field.

Tampa is the heart of Florida's most productive area, and in the hearts of 120,000 Tampons is the



**S. E. THOMASON, Publisher**  
**TAMPA, FLORIDA**

The Beckwith Special Agency, National Representatives:  
New York, Philadelphia, Detroit, St. Louis,  
Kansas City, Atlanta and San Francisco.

The Sawyer-Ferguson Company  
Chicago Representatives



their customer borrowers on those borrowers' loans.

Yet the fact remains that the savings bank condition in New York is not merely a pressingly current situation fraught with extraordinary problems for New York's savings bank bankers, but a recurrent, national phenomenon; and that phenomenon is a cycle of savings fluctuations oddly and paradoxically geared to the cycle of general business.

Speaking before the Savings Section of the American Bankers Association convention in Cleveland, early in October, Colonel Leonard P. Ayres, the economist-vice-president of the Cleveland Trust Company, outlined the paradox as follows:

"The decline in savings runs down abruptly at the early part of a period of depression. It recovers promptly and goes to a high point long before business has gotten really good again. It starts to decline as prosperity goes on progressively augmenting. When we are feeling really prosperous, we clearly do not save in proportion to our prosperity.

"In the beginning of a recovery, when it is once more possible for us to save money, we, as a people, save it with all our energy. . . . Looking through the *Financial Chronicle* recently . . . I read an article on the business depression of 1884. The editor said: 'In America, in times of prosperity, we make our debts; in times of depression, we pay our debts and then we start again.'"

The listening bankers laughed, just as they chuckled, no doubt, when the *American Banker*, in mid-September, remarked epigrammatically: "The difference between periods of prosperity and periods of depression is that in the former we spend our savings and in the latter we save our spending."

Yet even savings bank bankers, although they recognize that, in the "new competition," the savings bank is a competitor of the man who makes and sells goods, are interested, soberly, in any movement that, with safety, will tend to flat-

ten the peaks and valleys of the savings curve. At the spring meeting, this year, of the executive council of the A. B. A., the committee on bank facilities and service recommended that the association "concentrate for one complete year on the promotion of thrift"; for "the various factors, including the development of instalment selling, the tremendous increase in the volume of insurance written, and the competition of aggressive merchandisers in every field of business have tended to make people lose sight of the value of systematic saving in a bank."

### **Bankers Are Talking**

Significantly, that report, although formally "received," has not been acted upon. And significantly, too, savings bank bankers who attended the Cleveland convention—and this information comes from a savings bank president who was present—"talked, unofficially, about what could be done to encourage the people, conservatively, to buy merchandise."

What could the action be? Elsewhere in the banking industry, activities are in motion that relate very directly to merchandise purchases. One of the newest developments in banking is the tremendous expansion of small-loan business, three-name loans for individual borrowers, a branch of banking business so promising—and even in a depression so safe—that banks everywhere, large and small, have established small-loan departments.

Among these banks, many are encouraging customers to borrow money with which to buy, and particularly for their homes, the currently "bargain-priced" products of industry. Some of the small-loan managers, also, are developing business by distributing supplies of loan-application blanks among local merchants and saying to the retailers: "Use these, plus persuasion, to clean up some of your delinquent accounts." Behind both these policies is the assumption that the small-loan borrowers who borrow now will pay their instalment-plan notes within

## The Lion's Share

*Note from a reader:* "The African Big Game,' by John Vandercook, in March FORUM, is the finest article I have ever read on big game hunting. I wish this splendid article might be spread all over the globe. As any fool of either sex may be photographed with one foot on a dead lion, cannot one of these brave hunters give us something original? A picture of a big game hunter attacking a lion with his bare hands would be worth looking at. And a picture of a lion posing with one foot on a late hunter would be refreshing."



The above paragraph is typical — our readers applaud us and condemn us in the same breath. Through their plaudits (and through their criticisms) we have been able to grow and grow. And the advertisers who use our pages have grown with us.

For they are discerning, highly critical people — these our readers. They have "touched the fringe of a reasonable life." They are the people for whom the "better things" are made, because they have not only the money for them, but the taste, the necessity. And in accepting whatever they like, regardless of its vogue, they set the vogue for it! You find that usually those products that FORUM readers adopt as their own are those taken up later by the millions who are, more or less, their plodding followers.

# FORUM

*and Century*

**Edited by HENRY GODDARD LEACH**

**441 Lexington Avenue**

**New York City**

# RALPH STARR BUTLER

*Vice President  
in charge of Advertising*  
General Foods Corporation

"I cannot believe that the present enormous budgets would have been voted by responsible business men without such a measuring stick as the A. B. C. provides. Its foundation marks the turning point in advertising."

*Ralph Starr Butler*



Advertisers, men who direct the budgets . . .

Men who spend money for space in order to promote profitable business . . .

Looking back over the active decades, they search out the turning point in American Advertising, the period when the confidence of business was won.

Independently, they agree on time and place.

It was the discovery of the Yardstick . . . The finding of a unit of measure for the value of advertising space. A unit as reliable as the measure for coal or wheat.

Sixteen years ago a group of advertisers met with publishers and agencies in Chicago. To bring order out of chaos in circulation claims, they founded, on May 20, 1914, the Audit Bureau of Circulations.



**An Advertisement by the**  
*Executive Offices*

# PHIL L. THOMSON



*Director of Public  
Relations*

**Western Electric Company**

"Business would never have spent millions to buy circulation by the pile. Accustomed to purchase copper, lumber or lead by an accepted unit of measure, we asked the same type of yardstick for space. The A. B. C. gave it to us."

*P. L. Thomson.*

In 1914, the volume of publication advertising was about \$250,000,000. In 1927, year of the latest government report, it had reached over a billion dollars.

That this growth could not have come without the A. B. C. is the judgment of advertisers themselves.

Founded at the instance of advertisers, with advertisers in the majority on its Board of Directors, the A. B. C. exists to safeguard the interests of advertisers.

For them, it forms the bulwark against the chaos that once was advertising. It has enabled them to buy advertising with confidence.

In recognition of this service, an increasing number of leading advertisers hold membership today in the Audit Bureau of Circulations.

**AUDIT BUREAU OF CIRCULATIONS**

• • • Chicago

It is a well known fact in rich, old

## *York County Pennsylvania*

that its favorite newspaper

### **THE YORK, PA. GAZETTE AND DAILY**

which covers this trading unit completely and intensively, makes an honest effort to keep its columns clear of all questionable advertising whatsoever, and that its readers generally place extraordinary confidence in the advertising that does appear in its columns.

We urge you to investigate.

**HOWLAND & HOWLAND**

*National Representatives*

**NEW YORK**

**CHICAGO**

393 Seventh Ave.

360 N. Michigan Ave.

the next twelve or eighteen months.

It seems reasonable to expect, also, that some of the commercial banks, conscious of the position of their industrial customers, will come out fairly soon with "Buy now!" campaigns. One of these, in fact, is announced on page 72 in this issue of PRINTERS' INK—a campaign of the group-bank chain known as the Marine Midland.

Will the savings banks add their urgings? To narrow the inquiry, so long as the savings banks of New York and New England are in the position, almost, of discouraging further deposits, why cannot they say to the public: "From now on, don't try to save so much. Spend some?"

Of course, the banks are looking forward to the time when, with the upturn of business activity and the upturn of money rates, the funds now in their care can earn higher wages. But, refraining, if they like, from advising their depositors to withdraw any part of their savings, cannot the savings banks safely divert some of the incoming funds into the channels through which merchandise moves?

Summed up, the savings banks' answer is: "With safety, not yet."

Said a banker who declined to be quoted by name and who might be said to represent the farthest-right tip of the savings banks' right wing: "To advise people to spend would be seditious! Yes, it's true that it would be better for business in general if we could induce the people to save *more* in the periods of prosperity to the end that they *can* spend during the depression; but, in any phase of the cycle, we aren't let up on thrift. Remember, a savings bank's business is to enable the people to save. And remember, too, that many a man who did save before the slump of last fall and who today is out of a job, is thanking his lucky stars that he has money in the bank on which to exist."

Thus speaks a man whose bank, in his eyes at least, is a structure apart from the structure of business. In his mind, the contention

that no institution as big as his can isolate itself from the interdependence that links finance to industry is answered, adequately, by the rejoinder that he has seen instance after instance in which his bank has been a haven and a deliverance for men and women who have been thrown out of employment. He cares nothing about ratios. He doesn't know whether the percentage of unemployed among his depositors is 1 or 25. For he remembers another ratio of the one and the ninety-and-nine. His sincerity deserves—and commands—respect.

Another savings banker speaks. He, too, is conservative; but he recognizes that there is, indeed, an important economic relationship between business and any institution, such as the savings bank, that gathers great amounts of money together in one place. He is John J. Pulleyn, president of New York's Emigrant Industrial Savings Bank and dean of the city's savings bank presidents. He is, besides, a savings bank big leaguer; for on October 1, this year, the deposits in the Emigrant Industrial totaled \$356,134,758.14.

"First," said Mr. Pulleyn, "consider the savings banks' background. For years, for generations, we have preached thrift. To talk to the people now of spending would be to create the impression, in their minds at least, that we have reversed ourselves. That is one difficulty.

"Another difficulty lies in the inertia of mass action, the people's slowness, as we have observed it, to respond to urging or even to advice. We saw an example no longer ago than last year. We bankers had tried to counsel our customers against speculation. When they came back to us, chastened, we didn't say, 'We told you so.' We didn't have the heart. For by their manner, as they returned, they proved again that 'the Devil was sick—the Devil a monk would be.'

"And now, it seems, they're acting on the advice we gave them last summer! They didn't seem to believe us then; but, although con-

ditions have reversed, they believe us now.

"Still another factor in the situation—and a factor of importance in any consideration of the matter of responsibility—is that at least some of the money that has flowed into the savings banks this year has come, not from private individuals, but from business enterprises. Commercial funds that were lying idle and drawing no interest have sought to disguise themselves as savings deposits and earn 4½ or 4 per cent. Some of these funds, I assume, have come from mercantile firms—and possibly some of it from retailers whose shelves, I'm told, are nearly bare of merchandise.

"I happen to believe that the business deadlock will be broken when the people, their confidence having been restored, begin buying the things, such as clothing, that they keenly need.

"Confidence originates in Wall Street. Although the people may not know the forces that are at work—and financial interests just as desirous of improvement as are the manufacturers and distributors are at work today—yet the economic opinions of all the people are molded, eventually, by the opinion of the financial center. And there we arrive at a business-betterment expedient that the savings banks can apply, and are applying. They can contribute to the strengthening of security values, and in a very practical way.

"To the savings depositor whose account already seems adequately large, the savings bank can say, as we are saying to our depositors: 'Now, instead of putting all your money in here, why not put some of your income at work where it will earn more than 4 per cent? On sound, conservative investments, you can get 4½ per cent, or even 4¾.' Thus we can divert funds into the security market and help strengthen, not only security values, but financial confidence."

There, then, are the terms of the problem, with the savings banks squarely in the middle. It is not to be suggested that the savings banks, alone, can add all the im-

petus that our business machine needs. It would be difficult to disprove the bankers' argument that a savings account is a bedrock of security for the individual, and that any expedient that would even peck at the surface of that rock must be wielded with caution.

On the other hand, to the non-banking observer it seems in order to suggest that here is a situation in which co-operation between opposing forces—co-operation to the extent, at least, of an armistice—might lead, through clearer understanding of opposing views, to a closer harmonizing of methods and aims. Even the bankers admit that their technique of public education, applied over many years, has seemed somehow to fall short of perfection. Might commercial business suggest a few amendments? We need but think of advertising to realize that public education is an undertaking in which industry, through experience in just such knotty problems as this, has acquired some measure of proficiency.

As we have seen, not even the beginning of the task would be easy; yet in many an instance American industry, in teamwork with American finance, has achieved the theoretically impossible. It is important to remember that, although thus far there is no overwhelming evidence to indicate that the savings banks are ready to rush into the breach, still there is evidence that savings bankers are not universally unresponsive to any project for business betterment.

Unofficially, the bankers have discussed the matter among themselves. They could scarcely be expected to take the initiative; yet it seems fair to assume that if the problem can be brought out into the light of co-operative study, the savings bankers will not be unwilling to co-operate.

### Dodge Brothers Appoint C. G. Hall

Chalmers Gaither Hall has been appointed sales promotion manager of the Dodge Brothers Corporation, Detroit. He was formerly in its advertising department.

# THE YEARBOOK ISSUE

ANNUAL  
STATISTICAL  
ISSUE

JANUARY 1, 1931

An Institution throughout  
the entire Steel Industry . .  
PRODUCTION—PROCESSING—  
DISTRIBUTION—USE.



Use enough space to tell  
the complete story of  
your product or service  
. . Make this the Master  
advertisement of the year.

Forms start  
to press  
Dec. 15th  
Copy due  
Dec. 1st.



Old enough to know the great  
traditions of steel . . . young  
enough to lead the industry  
in a modern age.

## IRON TRADE REVIEW STEEL



A PENTON  
PUBLICATION  
CLEVELAND

Published Every Thursday

BRANCH OFFICES: NEW YORK • PITTSBURGH • CHICAGO • SAN FRANCISCO • LONDON

Other Penton Publications:

Daily Metal Trade • The Foundry • Machine Design • Alloy Steel Industry • Automotive Abroad • Marine Review • Power Boating

## M. H. Sutcliffe Heads New York Advertising Legion Post

Milo H. Sutcliffe, vice-president of the Literary Guild of America, Inc., was elected commander of Advertising Men's Post, No. 209, of the American Legion, New York, at a meeting held this week at the Army and Navy Club. He succeeds George H. Maines.

Roland Durkee, Collier Service, Inc.; Dr. Matthew Baines; Arthur Norris Brent; Douglas Taylor, of PRINTERS' INK, and John A. Barron, of the New York *Herald Tribune*, were elected vice-commanders. Other officers are: Albert E. Hearn, adjutant; Dr. William D. Lannier, finance officer; Dr. Frank Peer Beal, chaplain; Stephen B. Brigham, of the Inland Daily Newspapers, sergeant-at-arms, and Herbert L. Stephen, of the New York *Evening Post*, historian.

## P. V. Jones Leaves Cleveland Folding Machine

Paul V. Jones, after twelve years as manager of sales, service and advertising of The Cleveland Folding Machine Company, Cleveland, has resigned. The company recently was acquired by the Dexter Folder Company, at which time Mr. Jones was elected secretary and, later, made works manager of the Cleveland plant.

His resignation follows within a few weeks the death of his father, E. H. Jones, former president and general manager of The Cleveland Folding Machine Company, and organizer of it twenty-two years ago.

## Robinson-Tiffany and Churchill-Hall Affiliate

Robinson-Tiffany, Inc., and Churchill-Hall, Inc., advertising agencies of New York, have made a working affiliation of their organizations so that the facilities of each agency are available to the clients of both. There will be no change in identity of either agency. The Robinson-Tiffany company was established in 1929 and the Churchill-Hall company in 1912.

## Shattuck-Schrafft Account to Go to Newell-Emmett

The Frank G. Shattuck Company, operating the Schrafft stores, and owner of the W. F. Schrafft & Sons Corporation, Boston, maker of Schrafft candies, has appointed the Newell-Emmett Company, New York advertising agency, to direct its advertising account. This appointment is effective after the first of the year.

## Dallas "News" and "Journal" Appoint J. B. Woodward

John B. Woodward, Inc., publishers' representative, has been appointed national advertising representative of the Dallas, Tex., *Morning News and Journal*, effective November 15.

## Gets Exclusive Right to Trade Label

By a decision of Judge Ferdinand Geiger in Federal district court at Milwaukee, the Oconomowoc Canning Company, Oconomowoc, Wis., has been granted exclusive rights to the trade label "Teenie Weenies." The decision restrains the Reid-Murdoch Company, Chicago, from using in its advertising and on its labels, characters taken from the Teenie Weenies, a comic strip by Will Donahey, appearing for several years in a Chicago newspaper. The canning firm registered the trade-mark in 1924.

## Death of Kirk Taylor

Kirk Taylor, for the last nine years president and advertising manager of Management Magazines, Inc., Chicago, and who also carried on a counseling service for publishers, died on November 3, at Allentown, Pa. He was forty-one years old.

As head of Management Magazines, he was publisher of *Club Management*, *Catering Management*, and *School Feeding*, all of which he established. He had been, from 1917 to 1921, Chicago manager of PRINTERS' INK in charge of advertising.

## Now Kerr, McCarthy and Roberts, Inc.

The Kerr-McCarthy Advertising Service, Inc., New York, has changed its name to Kerr, McCarthy and Roberts, Inc. Melvern H. Roberts, founder and formerly president of the Hamilton Garment Company, New York, has joined the company as a member of the firm. The company has moved into new quarters at 10 East 40th Street.

## Candy Account to Pawley Agency

The Gingham Girl Company of America, Cambridge, Mass., distributor of Gingham Girl Brand confectionery, has appointed the Boston office of the Pawley Company, Inc., advertising agency, to direct its advertising account. Newspaper, radio and poster advertising will be used.

## Strasska's Tooth Paste to Doremus

Dr. Johann Strasska's Laboratories, Inc., Los Angeles, manufacturer of Strasska's Tooth Paste, has appointed the office at that city of Doremus & Company, Ltd., advertising agency, to direct its advertising account. Newspaper and radio advertising will be used.

## New York "Mirror" Appoints N. F. Foote

The New York *Mirror* has appointed N. Frederick Foote, publishers' representative of Boston and New York, as its New England representative.

Nov. 6, 1930

PRINTERS' INK

113

A.B.C.

A.N.P.A.

P.A.N.Y.C.

A.P.

# LA PRENSA

## Spanish Daily Newspaper of New York

Over 80,000 People living here Spending

**\$80,000,000.00**

Over 40,000 Transients from 21 nations—from  
Mexico to Argentina—from Spain to the Philip-  
pines spend

**\$40,000,000.00**

---

**\$120,000,000.00**

Spent each year on:

tobacco  
automobiles  
radios  
musical instruments  
refrigerators  
Kodaks  
trunks  
valises  
food  
travel  
clothing  
furniture

soft drinks  
phonographs  
records  
shoes  
hats  
underclothing  
sporting goods  
summer resorts  
steamship  
hotels  
home movies  
rugs

everything that man, woman or child can use.

# LA PRENSA

## OF NEW YORK

245 CANAL STREET

A.B.C.

A.N.P.A.

P.A.N.Y.C.

A.P.

# The Inland Printer

## Again Demonstrates the Ability to Lead

Frank M. Sherman, Publicity Director of the Lanston Monotype Machine Company, and an advertiser writes :



"Developments of the past several months must be very gratifying to you as a vindication of your stand during the days when 'modernism' was rampant in American printing and typography, expressing itself in weird arrangements of type and illustration and the use of fantastic and almost illegible types.

"One has only to review a few of the better magazines and open a few days' mail to discover a distinct trend toward a more sane and traditionally artistic use of typographic material.

"For some time you were a 'lone voice crying in the

wilderness,' so to speak. Now, of course, many are saying, 'I told you so!'

"The steadfast saneness of the editorial policy of *The Inland Printer*, as expressed by you and your associates, is one of the things which makes it a truly great magazine."

Over two years ago the editor of this magazine went on record, both in the editorial pages and on the public platform, against "so-called modernism in typographic design." His persistent efforts have been a great factor in influencing the decidedly saner attitude which now prevails.

The interest created by such editorial leadership is reflected in the returns advertisers receive from their advertising.

# The Inland Printer



330 South Wells Street, Chicago, Ill.

New York Office, 1 East 42nd Street



## How Much for a Slogan?

SANAGAN-PEPLER LIMITED  
TORONTO, CANADA

Editor of PRINTERS' INK:

Would you mind informing us what was the largest amount of money ever paid, to your knowledge, for a slogan and what the slogan was? We would appreciate very much the favor of an early reply.

SANAGAN-PEPLER LIMITED,  
CLAUDE SANAGAN.

ON various occasions, we have heard stories concerning the fabulous sums supposedly paid by national advertisers for slogans. However, we have always been inclined to doubt the authenticity of these reports.

The general public has a hazy notion that an advertising campaign frequently consists of nothing more than a cleverly conceived phrase. Novels and plays dealing with life in an advertising agency, or with everyday happenings in the office of a successful advertiser, have tended to confirm this impression. Advertising men have usually been pictured as alertly poised, with pencil in hand, waiting for inspiration to strike in the form of a brilliant slogan.

Perhaps there are a handful of businesses that can trace a measure of their success—after paying tribute, of course, to the merit of the product itself—to a well-turned phrase. Perhaps, also, there are a few advertising men who have been rewarded handsomely for a few moments' work that resulted in an acceptable slogan.

However, we are inclined to believe, first, that the importance of the slogan has been somewhat overestimated; second, that in the conduct of most businesses the slogan plays a minor role; third, that the majority of successful slogans are the result of perspiration, not inspiration, and, fourth, that stories concerning the sums paid those inspired individuals who can think up a slogan a minute are gross exaggerations.

Having thus put the slogan and the sloganeer in its and his place, we proceed to point out that PRINTERS' INK has compiled what

is undoubtedly the most complete list of advertised phrases available in this country. We have a record of over 6,000 slogans. These are recorded on cards and are filed, in one list, alphabetically according to the phraseology of each slogan, and, in another list alphabetically by name of the advertiser.

The purpose of the file is to serve as an aid to our readers in tracing users of specific slogans and in determining the originality of a proposed phrase. There is no charge for the service.—[Ed. PRINTERS' INK.]

## Approve New Plans of Bureau of Advertising

The committee in charge of the Bureau of Advertising of the American Newspaper Publishers Association, at a meeting held in Chicago, approved plans for increasing the membership of the Bureau, authorized improvements in publication work and appointed Walter P. Burn, who was recently transferred from the Pacific Coast office to the New York staff, as Eastern manager. He will continue to supervise work in the far West.

The Bureau plans to publish a newspaper atlas which will show the location of daily newspapers by States with tabulations of rates and circulations, and the names of newspapers that are members of the Bureau. A series of forty-nine maps will be used.

The accomplishments of the Bureau and plans for increasing its membership were reviewed in a talk which W. E. MacFarlane, its chairman, made before the meeting of the Inland Daily Press Association. The Bureau was organized, he said, to represent all newspapers in presenting the merits of newspaper advertising, that it has been and always must be representative of all newspapers because only under such procedure can it successfully represent its membership. For that reason he stressed the necessity of greater support to the work of the Bureau through larger representation of newspapers as members to the end that a larger budget may be made available for extending the Bureau's work.

## N. H. Evans, Advertising Manager, "The Ceramic Age"

Norris H. Evans, formerly with the Bartlett-Orr Press, New York, and the Crowell Publishing Company, has been appointed advertising manager of *The Ceramic Age*, Newark, N. J.

## Appoints Hays MacFarland

The Flexwood Company, Chicago, has appointed Hays MacFarland & Company, advertising agency of that city, to direct its advertising account.

Dear Gil:

I think most young men dream of a day when they'll own a roadster, and open her wide, on a ribbon of white, to a strange and mountainous land, with a girl with flying hair, 'longside; I think most girls dream of a day when they'll wait in the doorway of a cottage, white, on a lane, with vines and holly-hocks running riot, for a boy; I think most hearts dream of little children. I think we're a race of dreamers, Gil. We plan and work and perspire and worry and plan and dream of the things we'll do and the things we'll own and the things we'll be. Dreams run the old world; dreams run it. Gil, if and when you advertise, please stir them up, down deep. Make them laugh, or make them cry. Make them mad or glad, but Gil, do something to them. Smother the idea that they buy with their heads. They don't! They buy with their heads and their hearts. Poor old, sweet old, lovable old humanity buys because she wants green sparkling feathers for her hats. Still, when you turn the pages of the papers, there you find the placid, cool and economic ads advertising to blue stockings and to prim Puritans of old, and, are there any?



ÖREN ARBOGUST

• ADVERTISING •

30 N. MICHIGAN AVENUE, CHICAGO

## Urges Agencies to Take Publishers Behind Scenes

Because productive advertising based on thoroughgoing research is the common objective of the advertiser, the agency and the publisher, it has become the prevailing procedure of the representative agency to draw aside the curtain and allow the publisher and his representative to see how the agency arrives at its decision. This was the viewpoint expressed by L. T. Wallace, manager of the Chicago office of McCann-Erickson, Inc., in an address made at the October luncheon meeting of the Newspaper Representatives Association of Chicago.

"Every decision of the agency today," he said, "must have a reason based now as never before on sound, accurate research that takes no fact for granted. As the publisher depends upon the productiveness of advertising for his repeat business, fully as much as does the agency, it is only fair that he should have the opportunity of going over with the agency the underlying facts which influence the ultimate schedule."

"By this spirit of co-operation," added G. V. Lowrie, space buyer of the Chicago office of McCann-Erickson, who supplemented Mr. Wallace's talk, "a more thorough understanding will be established that will serve as a basis for more productive efforts on the part of both agency and publisher's representative."

## W. C. Heaton Heads Kolo Products

William C. Heaton, formerly president of the Auto-Pneumatic Action Company, New York, Welte-Mignon reproduction piano action, has been elected president and general manager of the Kolo Products Company, Inc., also of that city. Kolo cleaner, the company's product, has been marketed formerly in the industrial field. Plans are now being completed to market packaged Kolo through the retail trade.

## Snow King Products to Cincinnati Agency

The Snow King Baking Powder Company, Cincinnati, has appointed The Bishopric-Wallace Company, Inc., advertising agency of that city, to direct the advertising of its Snow King Baking Powder and Snow King Dessert.

## Bakery Account to Eastman, Scott

The American Bakeries Company, Atlanta, has appointed Eastman, Scott & Company, advertising agency of that city, to direct its advertising account. This appointment is effective January 1.

## Appoints Dayton Agency

The Huffman Manufacturing Company, Dayton, Ohio, automotive and service station equipment, has appointed The Parker Advertising Company, of that city, to direct its advertising account.

# SOMETHING HAS HAPPENED IN THE MAGAZINE FIELD —

Contrary to present conditions with many publishers fighting to hold their circulations—MODERN MAGAZINES entered the field, and overnight attained a circulation in excess of a half million■

The guarantee of 525,000 circulation for the first issues may have seemed too hopeful—but we were too conservative■ Through the stores of S. S. Kresge Company and S. H. Kress & Company, the 525,000 copies were practically all sold in a few days■

The volume of re-orders proved the supply had fallen far short of the demand and Kress and Kresge increased their orders to 675,000 copies for the second issue■

Many shrewd buyers of advertising have recognized the significance of this unusual success, and have included MODERN MAGAZINES on their 1931 schedules■

Indications are that the circulation will go so far out of proportion to the rate that it is necessary to announce an increase■ New rate card has been issued and goes into effect December 1, 1930■

We still want to be conservative, and consequently have based the new rates on 600,000 guaranteed net paid circulation■ The orders from Kresge and Kress are for 675,000 non-returnable copies■

The present rates are ridiculously low, and we advise that you place orders now, thereby taking advantage of the large bonus circulation and a rising market■

## MODERN MAGAZINES

THE MODERN SCREEN MAGAZINE  
THE MODERN LOVE MAGAZINE

100 Fifth Avenue, N. Y. 540 No. Michigan Ave., Chicago

## One of the *Best Looking* *Fleets on the Street* hasn't cost a Penny for Decoration in the Past Four Years



And Meyercord makes you the same offer. Free truck distinction for four years. Your yearly hand-lettering payments will give you five years of these distinctive transfers—smashing, colorful, identifications, designed especially for you, quickly applied, outlasting even the finish about them. A complete identification service—without an extra charge.

If you have experienced the delay, expense and variable quality of hand-lettered decoration, you will doubt these claims. We invite your investigation. Full information and samples supplied without obligation.

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## MEYERCORD TRANSFERS

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THE MEYERCORD COMPANY  
120 S. LaSalle St., Chicago, Ill.

# Trade Up!

America Is Not a Cheap Nation

By G. F. Earnshaw

President, Earnshaw Sales Company, Inc.

THE easiest way to keep a baby quiet—for a time—is to feed it candy. But in the end candy means sickness and doctors' bills, for the child fed up on candy will not eat the foods necessary to make it grow and thrive.

So, because we know that business cannot grow and thrive on a diet of cut prices, Vanta stands firmly against such a policy, even though every competitor is cutting prices, and many buyers clamor for cut prices on Vanta merchandise.

It is easy to skid—but it's not so easy to come back!

We do not propose to follow the custom of reducing wages in times of depression. We demand a perfect product and workers cannot produce the proper results unless they can live up to their ideals both in their homes and their business.

Any buyer who asks that Vanta enter the price-cutting field is tearing down the fabric of its success. Staple lines of branded and quality merchandise, like Vanta, are the backbone of every business. Stocks of such merchandise must be kept up and prices maintained. If, in a period of reduced incomes, it is necessary temporarily to supply less expensive things, it should be merchandise that can be eliminated promptly when conditions improve. Business-building staples then will be first aid in restoring confidence and keeping departments on the road to success.

Advertisements appearing in various parts of the country indicate that stores are beginning to feel the real pinch of trading down. It is likely that the figures for the first six months of the year will emphasize the trend noted in the report of the Harvard Bureau of Business Research for 1929, which showed increased volume, increased expenses and decreased profits in department store operation.

In order to propose a remedy, it is necessary first to know the character of the disease. Doctors do not inject mad dog serum to cure hay fever. Nor can department stores vaccinate against falling profits without knowing why those profits are falling, even in face of increasing volume.

These advertisements indicate that many stores are giving serious attention to the causes. In our opinion, they have localized the complaint accurately in the cut price, low-quality region. We do not believe that they fully appreciate, however, the fact that the affliction originates within their own system, rather than from the outside.

Or, to be less cryptic, the stores blame the public largely, while the public is not to blame at all. The remedy, in the opinion of many, including this writer, lies in internal surgery, not an external operation. Or, in brief, the public is willing to buy better things at regular prices if the stores will only permit them to do it.

## Important Symptoms

Important symptoms that influence the diagnosis may be summarized briefly, modified with the statement that they are not all the symptoms. They are:

First: Pressure from above to force sales volume without regard to profit considerations.

Second: Reduction of sales forces below the point of ability to serve the trade; and, to some extent, employment of less intelligent salespeople.

Third: Forcing sales of cut-price merchandise in periods when it is possible to sell better merchandise at regular prices.

Fourth: Failure of those in authority to become familiar with the desires of customers.

Without doubt other factors en-

ter, but these are unfailing symptoms which an outsider is better able to observe, perhaps, than one constantly sunk by them. I presume these conditions obtain in other departments, but I know they are true of infants' and children's departments and I confine my observations to the latter only.

Let's get down to cases. Here's a typical one. A trained observer, long regarded as a specialist in this type of merchandising, makes a report which offers specific instances to substantiate my diagnosis.

From this report I quote a statement involving Points 2 and 4, above. "Customers wanted better merchandise than the store could offer." Discussing this with those higher up, I find that from the sales force comes the repeated report that the customer wants price merchandise alone. If those in authority were to sell for themselves on the floor, for a few days, they would realize that the majority of customers want good merchandise

and uninterrupted service from salespeople.

In this store no attempt was being made to train the salespeople to influence customers to trade up. To the contrary, as this observer discovered, the floor tables were packed with cheap merchandise, making it additionally difficult for the salespeople to sell the better merchandise. At the opening of a season, this is as fatal a policy today as it always has been in other years. One of the cardinal principles of successful, profitable merchandising is that cut-priced merchandise should not be placed on sale at the opening of any season.

So, with a less efficient and smaller sales staff, reduced in numbers, in fact, to such a degree that one person was waiting on two or more customers at one time, the vicious circle was completed by displaying cheap, low-quality merchandise instead of regular merchandise, and honest-to-goodness values at regular prices. No sales

## RADIO

## R E S U L T S

## No. 14

## WHO?

The packers of Icy Point Salmon secured 4600 requests for their recipe booklet by using daily announcements of a hundred words each. They used Station KOL, Seattle, in the fresh fish district. The inquiries cost nine cents each and the broadcasts established outlets in practically every grocery store in the area.

*The complete story may be secured from*

## SCOTT HOWE BOWEN, Inc.

*Radio Station Representatives*

**Chrysler Building, New York**

Chicago Philadelphia Detroit Boston Dallas

**What STROMBERG-CARLSON does  
when JOHN SMITH in the Bronx  
wants a RADIO SET TODAY!**

WITH a tremendous number of outlets, large and small, in the New York market, Stromberg-Carlson requires hair-trigger distribution service—so that a single receiver or a truck load of sets can be delivered to their most remote metropolitan dealer, quickly and safely.

What does Stromberg-Carlson do when John Smith, in the Bronx, wants a radio set—today? Nothing—nothing at all. But capable, experienced Bush Terminal men do things—and John Smith gets his Stromberg-Carlson set, TODAY.

Stromberg-Carlson has found it easier and less expensive to use the Bush Distribution Service than to build and maintain an organization of its own. Bush trucks, men, buildings, organization—these are completely Stromberg-Carlson trucks, men, buildings and organization, as Stromberg-Carlson requires. At Bush, Stromberg-Carlson pays for space, service and facilities only WHEN, IF and AS they are needed.

THIS TYPE OF SERVICE IS SUCCESSFULLY USED BY MANY OTHER MANUFACTURERS TO DISTRIBUTE MERCHANDISE IN THE METROPOLITAN AREA.

**50% Saving on  
distribution**

A manufacturer who distributes through Bush now pays \$28,405.50 instead of \$61,270, his costs for his own distribution organization. He saves each year, \$32,864.50. Rent alone reduced more than 50%. Many costs entirely eliminated.

Bush Terminal provides production economies and distribution efficiency. Eight enormous ocean steamship piers; miles of railway sidings; massive warehouses. 10,000,000 square feet of floor space; cold storage; steam, power and heat in any quantity. Unrivalled facilities for manufacturing or distributing on an "industrial apartment house" basis.

**HOW CAN BUSH HELP YOUR BUSINESS?**

Bush has solved so many diverse problems of production and distribution that it's hard to imagine any manufacturer or distributor serving the metropolitan area who could NOT be helped by Bush. Ask us for fuller details. Descriptive literature on production and distribution will be mailed you on request. Specific questions will be answered in full by expert Bush service men.

**BUSH TERMINAL COMPANY**

Metropolitan facilities for DISTRIBUTION, WAREHOUSING and MANUFACTURING

Executive Offices: 100 Broad St., Dept. P, New York

Piers, Sidings, Warehouses, Truck Depot, and Manufacturing Lofts on New York Bay



# . . . Linking the Chain

## Chain Stores Weighed in the Balance

An Exhaustive Analysis, Based on a Nation-Wide Research of How Manufacturers Are Affected by Chain-Store Growth

## The Rise of Chain-Store Methods of Merchandising

The Growth of Chains—The Entanglement of Manufacturer, Jobber and Old-line Retailer—Second Article of a Series

## The How and Why of Chain Growth in Various Trades

An Insight into Retail Fields Where Chain Stores Are Established—Third Article of a Series

## The Chain Situation Is Analyzed in Various Fields

In This Fourth Article of the Series the Strength of Chain Stores in Thirteen Separate Trades Is Considered

## How Producers Are Making Independents Better Merchandisers

By Organizing for Buying, by Instruction in Budgeting Expense and Other Means, Independents Have Been Able to Meet Chain Competition—The Fifth Article of the Chain Store Series

By M. M. Zimmerman

## Independents in Food Field Strengthen Position

Rise of Chains Has Brought Co-operation for Independent from Wholesalers and Others—Sixth Article of the Chain Store Series

By M. M. Zimmerman

*Titles of the six chain-store articles that have appeared in consecutive issues of Printers' Ink.*

# he Chain Store's Links

Most manufacturers are fully aware of the chain's astounding rise—statistics galore are available. *But what does this growth mean to the manufacturer?* There—there is a nut that no ordinary cracker will open.

PRINTERS' INK has sought the answer to that question. It has sent out thousands of letters and personally interviewed prominent executives in retailing, wholesaling and manufacturing circles. No stone has been left unturned in this effort to find out precisely how manufacturers must link themselves to the chain's innumerable links.

The result is a series of 16 to 20 articles interpreting chain-store growth from the manufacturer's point of view. Six have already been published. The seventh appears in this issue. They are being written by M. M. Zimmerman who, in 1914, collaborated in preparing for PRINTERS' INK the first comprehensive survey of the chain-store situation.

The coupon offers a convenient way of sending in your subscription to start with the issue containing the first article of the chain-store series.

Printers' Ink, 185 Madison Ave.,  
New York City, N. Y.

You may enter my subscription for one year to start with the first article of the chain store series.

Name .....

Title .....

Address .....

City .....

Company .....

\$3.00 a year. Canadian \$4.00. Foreign \$5.00 a year.

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# The Pacific Coast Blanketed by - - - - - UNITED BROADCASTING

*United  
Broadcasting  
Company's  
New Chain:*

●  
**K. T. M. - K. F. W. B.**  
LOS ANGELES

**K. G. B.**  
SAN DIEGO

**K. T. A. B.**  
SAN FRANCISCO

**K. O. R. E.**  
EUGENE, OREGON

**K. X. L.**  
PORTLAND, OREGON

**K. M. E. D.**  
MEDFORD, OREGON

**K. X. A.**  
SEATTLE, WASH.

**K. V. O. S.**  
BELLINGHAM, WASH.

**I**N THE PAST, national advertisers have found it necessary to supplement available Pacific Coast networks with spot broadcasting in important secondary points, as San Diego, Medford, Eugene, and Bellingham.

A new network, including both metropolitan stations and stations located in strategic secondary points, has been formed which completely covers the rich Pacific Coast market.

Headquarters and originating studios of the United system are located in Los Angeles, where the finest program talent on the coast is centered.

Special introductory rates subject to advance without notice.

From 6 P. M. to Midnight and 12 noon Sunday to Midnight		
One Hour	Half Hour	Quarter Hour
\$200.00	\$450.00	\$250.00

All other hours daytime rates,  $\frac{1}{2}$  list

A booklet is now in preparation, giving complete details regarding the United network. A copy will be sent on request.

## UNITED BROADCASTING COMPANY, Ltd.

2614 WEST SEVENTH STREET / LOS ANGELES, CALIFORNIA

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staff could go up against that handicap and produce volume enough to meet figures created last year when regular selling was the rule.

Which introduces another bugbear, the meeting of figures—or to state it in other terms, sales volume. Department heads are expected to meet figures, and in desperation most of them yield to the cut-price fallacy, not appreciating the fact that a reduction of 20 per cent in price requires volume increased to 150 per cent to earn the original profit.

Business today, I believe, requires a major operation. My first recommendation is the removal of the last-year's-figures bogey.

Let us look at today's conditions instead of last year's books. Last year was not so good when it came to profit, as the Harvard Bureau figures prove. It must be apparent that cut-price volume of this year cannot be better but probably will be worse, in profits.

#### *What Do Women Think About Price?*

Next, it would be well to find out from first-hand, reliable information just how the American woman stands on the question of quality and price. And remember I am speaking now wholly of quality and price in baby and children's garments. I say now, that offered an honestly made quality garment at a reasonable price, and a cheap, cut-price article, at least 90 per cent of the mothers will select the former.

Thirdly, with the specter of figures removed and authority given to develop her department along profitable lines, the buyer will have time to instruct her helpers in the technique of selling quality and volume. There is a wonderful possibility in the realm of suggestive selling.

I know a real estate man in Florida who promotes his sales by landscaping his own grounds, planting water-lilies, rare flowers and unusual shrubs. He displays these beautiful horticultural accomplishments to his prospects and sells them the land by showing

## **We REPEAT**

**—there IS  
business in  
the Newark  
Market**

THE latest report of the New York Federal Reserve District Agent shows Newark department stores recording the second largest percentage of increase in sales for September, compared with last year, in the entire district.

Inventories show a decrease 11 times greater than the sales increase.

This again proves that Greater Newarkers represent real purchasing power. Furthermore, it is an active purchasing power.

Considering that Newark department stores have placed 86.87% MORE copy in the NEWS for 10 months of 1930 than in the second paper of the city, it would seem that they recognize the superior pulling power of the country's second largest six-day medium.

**Newark  
Evening  
News**

EUGENE W. FARRELL  
Business and Advertising Mgr.  
215-221 Market Street  
Newark, New Jersey

O'MARA & ORMSBEE, INC.  
General Representatives  
New York Chicago Detroit  
Los Angeles San Francisco

---

**What's in the**

# **Golf Market**

## **—for you?**

**A** thorough sales development campaign calls for an investigation of the Golf Market if there is a logical possibility of your product being used in *golf course maintenance, clubhouse operation, or in playing the game.*

**YOU** can get the facts that will enable you to appraise your golf market possibilities, correctly, completely, and quickly from

## **GOLFDOM'S SURVEY**

### **of the 1930-31 Golf Market**

Write for your copy of the only complete and authentic survey of this great and active market.

# **Golfdom**

THE BUSINESS JOURNAL OF GOLF  
236 N. Clark St. Chicago  
20 Vesey St. New York  
846 S. Broadway Los Angeles

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what a place can be made to look like when it is complete. He sells scenery and beauty instead of frontage.

We need more water-lily planting in the selling of merchandise. The price appeal is moth-eaten, threadbare, a discarded relic of a merchandising hallucination.

United States savings banks are filled with money. Men and women are willing to spend money if desire to possess things is greater than the urge to put money into the bank. In this sort of an appeal, price is not the compelling urge. Beauty, comfort, health, safety, something better—these are the things which loosen purse strings; not mediocrity or worse—at a price.

The sooner these truths are recognized the better it will be for business in the stores and everywhere else.

In the New York newspapers of September 30 there was an advertisement by the John Wanamaker store which, in part, said:

"America is not a cheap nation. Our people are not shoddy people. The American standard of living is known the world over as better—better homes, better things to wear and to live with, better and cleaner foods, better education and amusements, better working conditions—above all better wages.

"We build up, not down. We move from one job to a better job, from one home to a better home—up and up, not down. Now let's trade up! Cheapness is not economy—not thrift—not constructive. Cheapness in itself is destructive—it tears down. It cheapens the mind of the worker, his job in making a good product, his ambition. It cheapens the morale of business, of industry, of the people.

"Full value for the price, yes! No waste, no graft, no exorbitant profits in an article from maker to consumer. But honest, genuine, full quality merchandise without skimp, or false-front or hidden defects—that's what the American people want."

Then follows the moral, which announced the policy at Wanamaker's to be, "instead of cheap-

# NOTICE!

Effective Nov. 1, 1930

ARTEMAS WARD, INC.

*changed  
its name to*

**COLLIER ADVERTISING  
SERVICE, INC.**

FIFTY UNION SQUARE  
NEW YORK



This change in no way affects our personnel or service to advertisers. Kindly use the new name for all correspondence regarding ...

**INTERBOROUGH**  
*Subway and Elevated*  
**Car Card & Station Poster**  
**ADVERTISING**



## The Only Weekly Paper in its Field

RETAILING offers to the advertiser the quickest-action medium for reaching the department store and the large home furnishing shop.

### RETAILING

*A Fairchild Publication*

8 East 13th Street, New York

## Typography

that meets the demand  
for artistry with speed  
—and economy.



## ADVERTYPE

**Co., Inc. : Typographers**

228 East 45th Street, New York

Phone: VANDerbilt 0364-5-6-7

**Adartype Your Advertising**

ening things we make them better. Instead of taking out value to meet a price we put in extra value. No baits, no false-front, no advertising misleading in its insinuations. Because 'It's better at Wanamaker's—it's cheaper—not cheap.' Trade Up—Not Down! Buy Better Things."

Just the kind of merchandising policy and advertising which is needed at this time!

### Ogden Printing Company Adds to Staff

William C. Haley, formerly an account executive with William A. Green, a Corporation, New York, and, at one time, with The Philip Ritter Company, Inc., advertising agency of that city, has joined the Ogden Printing Company, Inc., also of New York, as vice-president in charge of sales and sales promotion.

William A. Rogers, for ten years with the McCall Company, in charge of photo-engraving and job printing production, has also joined the Ogden Company as general manager of production. John W. MacInnis, formerly president of the Vreeland Press and the Bodley Printers, Inc., has joined the Ogden company as a sales representative.

### Appoint Los Angeles Agency

The Sunland Laboratories, Los Angeles, manufacturers of Skin-erg, a lotion for sunburn, and the Stokes O. K. Laboratories, poultry remedies, have placed their advertising accounts with the Advertisers Company, Los Angeles. The Sunland account will use magazines and direct mail and the Stokes account will use poultry magazines and agricultural newspapers.

### H. H. Thomas Appointed by Lewis Bros.

H. H. Thomas, formerly with The Kolynos Company, New Haven, Conn., as purchasing agent, production manager and advertising manager, has been appointed manager of sales and advertising of Lewis Bros., Inc., New York, manufacturer of Vitalis.

### Nesbitt Fruit Products to Weinberg

The Nesbitt Fruit Products Company, Los Angeles, has appointed the Milton Weinberg Advertising Company, of that city, to direct its advertising account. Business papers and direct mail will be used.

### New Account for Marx- Flarsheim

The Ivo-San Laboratory, Cleveland, manufacturer of mineral feed and veterinary remedies, has placed its advertising account with The Marx-Flarsheim Company, Cincinnati advertising agency.

### Howard Myers Heads "Building Investment"

Howard Myers, formerly president of the Rogers & Manson Company, publisher of *The Architectural Forum*, and, more recently, president of National Trade Journals, Inc., New York, has acquired a controlling interest in and has been elected president of the Realty Publishing Corporation, publisher of *Building Investment*, New York. Mr. Myers was one of the founders and original owners of the publication which he now heads.

Edward Lyman Bill, Inc., and C. Stanley Taylor will continue with a substantial interest in the company. Edward Lyman Bill has been elected treasurer. The staff and headquarters of *Building Investment* remain unchanged.

### New Accounts to Byrum Agency

The Western Battery & Supply Company and the Denver Raw Fur Company have appointed the Byrum Advertising Agency, Denver, to direct their advertising accounts. The former account will use newspaper, direct mail, outdoor and radio advertising while the latter will use farm papers and direct mail.

### E. H. Vogel to Direct Radiola Sales

Ernest H. Vogel, formerly advertising and sales promotion manager of the Radiola division of the RCA Victor Company, Inc., Camden, N. J., has been appointed sales and advertising manager of that division.

### J. H. Wilson Joins Behel & Harvey

Jess H. Wilson, formerly vice-president of the Kling-Gibson Company, Chicago advertising agency, has joined Behel & Harvey, Inc., advertising agency of that city, as vice-president and account executive.

### Appoints Albert P. Hill Agency

The Thermax Corporation, Seattle, Thermax insulating material, has appointed The Albert P. Hill Company, Inc., Pittsburgh advertising agency, to direct its advertising account.

### Duretta Account to O'Keefe

G. E. Walter, Inc., New York, manufacturer of Duretta, a fireproof substitute for wood and metal, has appointed the New York office of the P. F. O'Keefe Advertising Agency, Inc., to direct its advertising account.

### Appoints Lee Agency

The Malleable Iron Fittings Company, Branford, Conn., Branford oil burners, has appointed the Wilson H. Lee Advertising Agency, New Haven, Conn., to direct its advertising account.

We are pleased  
to announce  
that

**Robert  
Foster  
Moore**

lately Director of Public  
Relations of the National  
Chain Store Association  
has joined our organization

**Pratt  
&  
Florea**  
Incorporated

Specialists in window display and dealer helps  
for national advertisers

277 Broadway New York

Lewellyn E. Pratt Park S. Florea



**C**HRISTMAS offers a temptation to buy which does not come at any other time during the year.

**W**OMEN do not resist such temptation easily: they cannot afford to do so.

**Y**OU can tempt them to buy your products if you advertise in the December issue of—

**THE WOMANS PRESS**

National Official Magazine of the Y.W.C.A.  
600 Lexington Ave., New York, N. Y.  
Plaza 4700

**today**

you are buying the  
best typography of  
which you know. If  
there be a way to  
better, can you af-  
ford to overlook it?

**SCHMIDT & LEPIS**  
*Fine Typography*

VANderbilt  
SB74



228 E. 45th  
New York

## Special Drive Pushes Sales 22 Per Cent Over Quota

(Continued from page 8)

meeting. Obviously, the reason for a prize such as this was that it kept each district and division head working in an attempt to have all the districts or stores under him keep apace and ahead of their quotas. What was more, a jealousy arose between salesmen of the various divisions for sending their particular manager or supervisor.

The Atlanta division did not participate in the trip prize but entered into a point-system contest. For each \$10 in refrigerator sales the individual salesman earned one point, which point was worth 5 cents in actual value when applied against the purchase of any of a large group of merchandise items. The merchandise included wearing apparel—men's and women's—golf clubs, silverware and a host of furnishings for the home. Atlanta sales supervisors were given one point for each \$40 in refrigerator sales.

Newspaper advertising appeared frequently during the entire campaign period in fifteen dailies and in 126 weekly papers. This advertising featured the easy payment offer and reminded readers that the offer was limited to the campaign period. Of course, this advertising in addition dwelt upon the advantages of electric refrigeration and of the particular refrigerator offered. Proofs of each advertisement and insertion dates were supplied in advance to all salespeople.

A selected list of 12,000 prospects received four mailing broadsides done in color and tying up to the newspaper advertisements in theme.

An excellent showing of outdoor posters was carried during May and June in each town where there is a Georgia Power Company store. Special time payment terms were shown on the posters.

Street-car cards and dash signs were used wherever the company

---

 FOR THE MAN WHO WANTS TO MAKE A CHANGE FOR THE BETTER
 

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## This Book Is AVAILABLE

## To Men Who Are AVAILABLE

**P**RINTERS' INK has within these pages discussed many of America's foremost plans of sales training. We ourselves now offer a few intelligent and ambitious men who have a background of sales or advertising, an opportunity to write for a complimentary book, describing an outstanding sales training plan in a business that is practically "depression proof". (Sales of this office are 20% ahead of last year).

**T**HE limited number of men we want to represent us must be willing to work only as hard and conscientiously as in any other successful enterprise offering an assured future of great personal satisfaction and attractive income.

**W**E have a complimentary copy of this Prospectus Book waiting for you. It tells of the last word in helpful sales training plans, "The ABC of Sales Results". This plan is helping our 3000 representatives from coast to coast to achieve greater success. If you contemplate making a change, this should prove interesting to you. 

**T**HE sales training plan described is built upon a foundation of 84 years of sales experience. Some of the foremost salesmen and sales managers in the country have contributed to it.

**T**HE plan is fully described in the Prospectus Book pictured above. You'll find it interesting reading. Write for it on coupon below—NOW.

▼ ▼

*Tear Off and Mail*

Connecticut Mutual Life Ins. Co.		
WILLARD REGAN, General Agent		
11 W. 42nd St., N.Y.C.		
Please send me your Prospectus Book "The ABC of Sales Results"		
Name		Age
Business Address	City	State
Resident Address	City	State
Business Phone	Residence Phone	
Now Employed?	Occupation	
Approximate Income Earned		

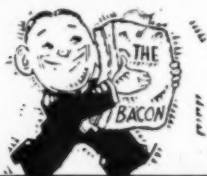
## Trade Association Secretary with Unusual Record of Accomplishment Available

He has had an exceptional experience in the handling of membership campaigns, co-operative advertising, trade promotion, fund raising, credit work. He has also handled many trade and industrial shows and convention meetings.

He has initiative and vision, plus the ability to make them a practical reality.

He would be especially interested in the rebuilding of an old association that is in need of new blood and new ideas, or in the organization of a new association.

Address "C." Box 223  
PRINTERS' INK



## WANTED-A MAN WHO CAN BRING HOME THE BACON\*

\*Small, recognized agency wants an experienced man who can secure profitable accounts. Ability to plan campaigns and write some copy essential; must be familiar with all agency routine. A staff with exceptional ability will work with you. Write in confidence, tell ALL in your first letter; send samples and a photo.

Address "A." Box 79, Printers' Ink

operates street railway systems.

Every store followed out a program of window display with materials sent from the headquarters office.

Each bill for service to the customers of the company carried a refrigerator advertisement.

In 1929 the Georgia Power Company put 3,353 new electric refrigerators on its lines. In May and June alone, of 1930 it added 3,283 more refrigerators.

The campaign was a most exceptional success. In spite of a general business depression, the original high quota of \$850,000 in refrigerator sales was reached and passed so that the drive ended on July 3 with a record of sales 22 per cent over quota.

It is a shining example of what can be accomplished by sensible planning and correlation. They built their bandwagon with the same loving care that the old deacon built the "One Hoss Shay." It's no wonder that it didn't break down on the trail.

## Now with St. Louis Office of J. Walter Thompson

John T. Urice and John L. Van Zant, of the Chicago office of the J. Walter Thompson Company, have joined the newly opened office at St. Louis of the Thompson agency. Another addition to the St. Louis office is George Allen, who has been with the Cincinnati office of J. Walter Thompson.

## C. D. Isaacson with National Radio Advertising

Charles D. Isaacson has joined the staff of National Radio Advertising, Inc., where he will be engaged in the production of programs for So-A-Tone electrical transcriptions. He was formerly associated with various radio stations in the East.

## Puritan Fabrics to Badger and Browning

F. A. Foster & Company, Inc., Boston, manufacturer of Puritan cretonnes, has appointed Badger and Browning, Inc., advertising agency of that city, to direct its advertising account. Magazines and business papers will be used.

## Appoint Lawrence Fertig

Pease & Elliman, Inc., New York, real estate, has appointed The Lawrence Fertig Company, Inc., advertising agency of that city, to direct its advertising account.

## Do You Want to Go Into the Advertising Business for Yourself?

---

I am in search of two men to go in with me as partners in an entirely new Advertising Agency set-up in Chicago.

Here's what they are like. . . . Age doesn't matter a great deal—30 to 40 should hit it about right. But they are men of the highest character, "good citizens," and seasoned advertising men now active in agency work.

Their ideal agency is one handling a relatively small number of really good accounts, serviced by the agency's principals. They don't believe all the substantial accounts are destined to be gobbled up by the "big" agencies. They will countenance nothing but the most conscientious service to clients. No need for me to say they cherish a high regard for the finest points of advertising ethics.

In addition to all-around advertising knowledge, they have successful records of holding their own with the best of them in securing and retaining advertising accounts. One is especially skilled in the formulation and operation of successful, modern merchandising plans.

My own contribution to the set-up . . . financial backing, executive experience, a talent for copy writing and direction, fifteen years of advertising work, during five of which I successfully operated my own agency.

If this picture seems to match up to your own desires and qualifications, my attorneys will handle your inquiry in most strict confidence.

Address W—Box 72, Printers' Ink, 231 South La Salle St., Chicago.

# PRINTERS' INK

Registered U. S. Patent Office

A JOURNAL FOR ADVERTISERS  
Founded 1888 by George P. Rowell

PRINTERS' INK PUBLISHING CO., INC.  
Publishers.

OFFICE: 185 MADISON AVENUE, NEW YORK CITY. TELEPHONE: ASHLAND 6500. President and Secretary, J. I. ROMER, Vice-President, R. W. LAWRENCE, Treasurer, DAVID MARCUS, Sales Manager, DOUGLAS TAYLOR.

Chicago Office: 231 South La Salle Street, GUYE COMPTON, Manager.

Atlanta Office: 87 Walton Street, GEO. M. KOHN, Manager.

St. Louis Office: 915 Olive Street, A. D. McKINNEY, Manager.

Pacific Coast: M. C. MOGENSEN, Manager, San Francisco, Los Angeles, Seattle, Portland.

Issued Thursdays. Three dollars a year, \$1.50 for six months. Ten cents a copy. Foreign postage, \$2.00 per year; Canadian, \$1.00.

Advertising rates: Page, \$135; half page, \$67.50; quarter page, \$33.75; one-inch minimum, \$10.50; Classified, 75 cents a line, minimum order \$3.75.

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NEW YORK, NOVEMBER 6, 1930

## Blaming the Machine

It has become popular among the more gloomy deflationists to blame all the world's troubles on the increase in machine efficiency. Refusing to admit that the world is about to emerge from another business cycle, such as it has experienced some thirty-two times in the last 129 years, they can see nothing but darker days ahead.

The phrase "technological unemployment" which is supposed to sum up all the changes that have come about from the increase in machine production, is used to paint an unpleasant picture of a world perishing under the weight of its own perfected machines. The whole gloomy theory falls to the ground as we examine one obvious fact.

There is greater economic distress in countries whose wealth is derived almost entirely from the

soil than there is in the great industrial countries.

Where coffee, sugar, wheat and other basic commodities are the main concern of its inhabitants, a glut of such raw commodities has caused acute trouble.

Brazil, Cuba, Jamaica, Australia are badly hit, and although it is true that the over-production of some raw materials, rubber for example, is dependent on industrial activity, it cannot be truly said that the countries mentioned are in trouble because of the unemployment in machine countries.

The much-discussed dole in Great Britain makes it certain that the millions of unemployed there will secure sufficient for their food needs. No one believes that the millions out of work in America are going to be allowed to starve.

There will be money enough for even the unemployed to buy coffee, bread and sugar, surely. It was not the increase in technological unemployment here since 1900 that cut this country's annual per capita consumption of wheat by more than a bushel during that period.

Perhaps there is still too much emphasis on production, not enough care spent on research and selling of basic crops and this has been a factor in causing the world-wide commodity glut.

In any case, it is foolish to place sole responsibility on the machine and to contend that it has destroyed the demand for sugar, bread, coffee and wheat.

The play of international economic forces is too complex to admit of any so simple solution for a problem which it is going to take research, courage and common sense to solve.

## Another Competitor for Advertising

Advertising's latest competitor is the open display. Thousands of retailers, particularly in the drug, hardware and grocery fields, have revolutionized store display methods with the result that they are putting great emphasis on such matters of store arrangement as open displays, island counters and seven-foot-high shelves.

It has been a basic principle of retail selling that making it easy for the consumer to buy gets the consumer to buy more. All latter-day niceties of store arrangement are aimed at following out this principle.

Illogically some retailers have come to believe that the open display makes advertising, both national and local, of decreased importance. They reason that merchandise is its own best advertisement and that once it is properly displayed it will sell itself.

The truth of the matter is, of course, that if you put two similar items, one advertised and the other unadvertised, on an open display table, the advertised item will out-sell the other by a wide margin. Too many retailers overlook or don't like to believe this simple fact.

This suggests that perhaps advertisers have a new educational job on their hands. Such companies as Cannon Mills and others have demonstrated conclusively that advertised merchandise is easier and more profitable to sell than unadvertised merchandise, conditions being equal. Now maybe their job is to convince dealers that unadvertised merchandise, even on open display, is more expensive to handle than advertised merchandise.

The principle can be proved by a simple formula. If the dealer will look upon his display space as so many square feet of profitable merchandising area and will see that every square foot should give him a certain net profit return he will get a new picture of his problem. He will see that if the unadvertised item returns him a net of 15 cents per day per foot while the advertised item returns him 25 or 30 cents per day per foot, it is much more profitable for him to give advertised merchandise the benefit of open display.

Advertisers are prone to minimize retail developments. A few days in the field, however, will show almost any advertiser how the germ of open display has fastened itself to the system of the dealer. Instead of becoming dis-

couraged over this fact, however, he should realize that the open display does not affect the value of advertising at all. As a matter of fact, it gives the advertiser one more opportunity to emphasize to the retailer the importance of advertising in giving the dealer easy-to-sell, profitable merchandise.

### **Untangling Distribution**

Within recent weeks, there have appeared in **PRINTERS' INK** a number of articles discussing the present-day private brand situation. These articles have pointed out that the so-called "battle of the brands" is a misnomer; it is merely the external symptom of a deeply rooted internal disturbance. The writer of these articles has insisted that private brands are not a cause, but an effect, and that the fundamental cause of the current trend toward private brands is the tangled state of affairs into which the policies of distribution of manufacturers have fallen.

L. E. Crandall, vice-president and general sales manager of the Simmons Hardware Co., made very much the same point in the course of a recent address. Mr. Crandall was talking before the National Hardware Association. He had remarked that understanding is the power house of business. There are certain things, however, he went on to say, that seem to be beyond understanding, and therefore impossible of solution.

"Why is it that manufacturers will pick off the large accounts over the country and sell them at a preferred price," he said, "and leave country trade, where the selling expense is high, to the jobber?"

"Why is it that a manufacturer will sell the jobber at one price, the chain store at another, the public utility station at another?"

"Why is it that the manufacturers of a gun of recognized brand should sell the same product unbranded to chain stores for less money?"

"Why does a manufacturer expect the jobber to maintain prices when he sells preferred accounts at preferred prices?"

"Why is it that the manufacturers of certain hardware products will sell the drug chains at lower prices than hardware distributors?"

"These problems and more like them we do not understand."

Neither do we. In truth, they pass all comprehension. Distribution, in certain industries, has become almost completely befuddled. At a time when there is a vital need for lowered distribution costs, expenses in these fields are rising because confused distribution has become worse confounded.

However, there is a broad ray of hope in the fact that the problems of distribution are being tackled by our keenest business minds. Out of this concentrated study, there will doubtless come changes that will tend to simplify our complicated distributive structure. And in the process, advertising will most assuredly be an important tool of reconstruction.

### **Quitting Before the Job Is Done**

The Holland Furnace Company, of Holland, Mich., and the Premier Warm Air Heater Company, of Dowagiac, Mich., are strong competitors. Yet in the current edition of "The Premier Pictorial," a little paper that the latter company sends to its trade each month, appears this unusual and suggestive reference:

"Pardon us for bringing Holland into the picture again, but one of the big reasons why Holland is making more money this year than ever before is that Holland's independent dealer competition (i. e., those handling other makes of furnaces) has given up in the face of poor business conditions, leaving the field wide open." The further suggestion is made that if the independent dealer had "hustled right ahead like Holland, he would have made the same success this year, although on a smaller scale."

This, speaking in the vernacular, is telling the dealers plenty. And we wonder if a similar line of argument, even though it might involve the handing of a bouquet to a competitor as is done in this

case, might not apply in many lines of business other than the selling of furnaces.

It is Premier's thought that the really smart furnace dealer is the one who picks up where his competitors have quit. Good sense that. We have an idea that a practical application of this principle has had a great deal to do with the satisfactory records made by many manufacturers who, as they contemplate their 1930 sales volume, have nothing to complain about.

Many merchandisers are quitting this year before they have to; they are crying out for help when they could just as well help themselves if they only thought so. We are not among those bromide-coining Pollyannas who pretend to believe that work and still more work is the only thing needed to make the desert bloom in this year of stress. Intelligent and sufficient work, though the greatest force in business, cannot produce miracles. Yet we venture to assert that half finished sales effort has fully as much to do with the slump in many a company as can possibly be attributed to general conditions.

It may be possible to put more salesmen on the road and use more advertising than could be justified by any potential sales result. Mere brute force applied frantically without rhyme or reason is not a guaranteed method of buttering anybody's parsnips this year or any other year. But as between too much advertising, too many salesmen and a surplus of work on the one hand and too little of all three elements on the other, we believe we would rather take our chances on the former.

### **Cadillac Appoints D. E. Ahrens**

Don E. Ahrens has been appointed assistant general sales manager of the Cadillac Motor Car Company, Detroit. For the last three years he has been general manager of the Cadillac branch at Philadelphia.

### **Joins the "The Sportsman"**

Sargent Collier, formerly with the "Colonist," published at Boston by the First National Old Colony Corporation, has been appointed circulation manager of *The Sportsman*, also of that city.

# This Salesman talks all night



AND HE SHOWS lighted pictures too! Use in store windows, railway stations and convention exhibits—wherever crowds pass. The Automatic S. V. E. Pictural Projector will sell your product hour after hour.

Set up the machine and screen, turn on the current and the small motor changes the still pictures at any interval you fix. Pictures are on small film roll. It carries text, charts, pictures as you wish.

Machine can be easily moved, is simply constructed, runs on electric light current. . . . S. V. E. also makes similar machines manually operated for sales and lecturing purposes. . . . Investigate these machines for your business. Full information without obligation.

SOCIETY FOR VISUAL EDUCATION, INC.  
Dept. 3110, 327 S. LaSalle St., Chicago, Illinois

I would like to know more about S. V. E. machines, especially the S. V. E. Automatic Pictural Projector.

Name \_\_\_\_\_ Position \_\_\_\_\_  
Company \_\_\_\_\_ Address \_\_\_\_\_  
City \_\_\_\_\_ State \_\_\_\_\_

**S. V. E. SOCIETY FOR VISUAL EDUCATION, INC. S. V. E.**  
*Manufacturers, Producers and Distributors of Visual Aids*  
327 SOUTH LASALLE STREET CHICAGO, ILLINOIS.

# Advertising Club News

## A Point of Law Which Copy Writers Should Keep in Mind

Every copy writer and every production manager should always keep constantly in mind the Rule of Privacy. This was the advice given to members of the New York League of Advertising Women at a meeting which was addressed by Charles E. Murphy, president of the New York Advertising Club and a lawyer.

This Rule of Privacy, so called, is a basic rule of law, he explained, which is generally recognized in most States. In New York the rule is part of the Civil Rights Law and provides that any person who uses the name, portrait or picture of a living person, without the consent of such person, in an advertisement or any literature of trade, is guilty of a misdemeanor. As a case in point, Mr. Murphy directed attention to the suit instituted by Mrs. Doris Podmore, a model, who is suing the American Tobacco Company for damages on the alleged claim that her photograph was used without her consent in an advertisement.

The Rule of Privacy, counselled Mr. Murphy, should ever be in the mind of those who prepare advertisements, serving constant guard in much the same purpose as a red flag of libel waves an ominous warning to city editors.

\* \* \*

## Two New District Governors Appointed

Two new district governors of the Advertising Federation of America have been appointed by Gilbert T. Hodges, president, to fill vacancies. George W. Hopkins has been appointed governor of the Second District, including New York and New Jersey. Robert W. Etter, of Pine Bluff, Ark., has been appointed governor of the Seventh District, which includes Kansas, Missouri, Northeastern Oklahoma, Arkansas, Western Tennessee, Mississippi and Eastern Louisiana.

Mr. Hopkins is an advertising counselor, with offices at New York. Mr. Etter is in charge of advertising and new business of the Merchants and Planters Bank and Trust Company, Pine Bluff.

\* \* \*

## Elected by Poor Richard Club

Howard F. Kairer, secretary of the Charles Blum Advertising Corporation, has been elected a director of the Poor Richard Club of Philadelphia. He will fill the unexpired term of John M. Fogelsanger, who was elected treasurer following the death of Edward S. Paret.

\* \* \*

## G. B. Ussery Heads Birmingham Bureau

G. B. Ussery, who has been with the Better Business Bureau of St. Louis for five years, has been made manager of the Birmingham, Ala., Better Business Bureau.

## Elected to Council of International Advertising Association

The five American members of the permanent council of the new International Advertising Association will include H. K. McCann, president of McCann-Erickson, Inc., New York; C. K. Woodbridge, president of American Machine and Metals, Inc.; C. C. Younggreen, president of the Dunham, Younggreen, Lesan Company, Chicago; J. E. Rogers, president of the Addressograph Company, Chicago, and Gilbert T. Hodges, member of the executive board of the New York Sun. Mr. Hodges holds his place on the International Council through his office as president of the Advertising Federation of America. The other members of the Council were nominated by Mr. Hodges and unanimously confirmed by the board of directors of the Federation at its last meeting.

Five members have been appointed to the Council from Great Britain and five from Continental Europe, making a governing council of fifteen as provided by the new constitution and by-laws of the International Advertising Association.

Great Britain will be represented by Lord Riddell, president of the Advertising Association; C. Harold Vernon, Walter Henman, George Scott and Sir William Crawford. The Continental association will be represented by Max Riesebrodt, president, Etienne Damour, Frantisek Munk, M. L. Levisson and Commendatore Caimi. Mr. Woodbridge is chairman of the Council.

\* \* \*

## Leonard Ormerod to Direct Poor Richard Banquet

Leonard Ormerod, of the public relations division of the Bell Telephone Company of Pennsylvania, has been appointed director of the 1931 banquet of the Poor Richard Club of Philadelphia. The banquet will be held on January 17, the anniversary of the birth of Benjamin Franklin, after whom the club is named.

\* \* \*

## Portland Club Appointments

The following committee directors have been appointed by the Advertising Club of Portland: Attendance, Charles H. Devlin; finance and office management, J. Brown Strang; On-to-Long Beach, D. S. Latamore; program and entertainment, Ray Carr, and past presidents, M. H. Holtz. M. W. Scherping has been appointed chairman of the membership committee.

\* \* \*

## L. W. Lane Appointed by San Francisco Club

Larry W. Lane, publisher of the *Sunset Magazine*, San Francisco, has been appointed chairman of the San Francisco Advertising Club's convention committee for the Pacific Advertising Clubs Association convention to be held at Long Beach, Calif., next June.

*Announcing*

**SMALL, KLEPPNER**

*and SEIFFER Inc.*

*Advertising*

A CONSOLIDATION OF

**THE KLEPPNER COMPANY, INC. and**

**SMALL, LOWELL & SEIFFER, INC.**

**17 East 45th Street, New York**

VANDERBILT 0630



OTTO KLEPPNER . . . . . *President*

ALBERT SEIFFER . . . . . *Vice-Pres., Secretary*

MARVIN SMALL . . . . . *Treasurer*

# The Little Schoolmaster's Classroom

THE Schoolmaster hears of a problem that confronts a manufacturer whose products, attached to tractors, have been identified heretofore only by those products' distinctive color—a color conspicuously different from that of the tractors.

The manufacturer partly believes, now, that he would be wiser to paint his products tractor-color, for the reason that dealers may be able more easily to "touch up" the spots where the manufacturer's paint may be barked off in shipment or handling; and he wonders if the resulting loss in identification value will be offset by the gain in his products' appearance in the dealers' displays.

On his own part, the Schoolmaster wonders about a question entirely different, and, pondering the matter, tosses in a suggestion for the consideration of the Class.

If this manufacturer has established his products' identity by presenting them in a distinctive color, then it would seem reasonable to suppose that he has created a tangible asset worth saving. And why can't it be saved?

The Schoolmaster is told that the industry that makes agricultural implements—reapers and binders and rakes and so on—no longer looks with complacency upon the farmers' habit of leaving them outdoors and uncovered all winter. Indeed, the Schoolmaster isn't sure that the industry *ever* liked that habit, and that despite the fact that every reaper that has rusted to extinction has opened the way for another reaper's sale. It would seem that today the industry believes it is better off if it can prolong each product's service and thus earn good-will.

Upon that premise, the Schoolmaster advances his suggestion that any manufacturer in the situation that is under our study can retain his product's color—and insure the good appearance and permanence of that color—by pro-

viding his dealers and his customers with supplies of his own paint. Give it away? No. Sell it. Sell a quart or a pint with every unit. Sell it as "my own paint, the kind that my factory, after exhaustive research, has selected as the best for this purpose, a paint that will protect against rust and deterioration and insure long service."

Might the manufacturer hesitate at entering the paint business? Then surely he ought to be able to find, and easily, a paint manufacturer who would co-operate in the distribution and even a willing brush maker who would supply the brushes.

\* \* \*

The preliminary report of the "Foreign Trade Survey of New England" recently issued by the Department of Commerce contains some interesting and unexpected figures.

The Schoolmaster was surprised to find that textiles rank third in volume among New England's exports, led by leather, which ranked first, and hardware. This is interesting evidence of how our Northeastern States have adapted themselves to the textile emigration to the South.

Two thousand companies were studied and more than half of these report exports as less than 15 per cent of their total business. Also more than half of the 2,000 manufacturers export less than \$10,000 worth of merchandise a year. Twenty-nine companies reported that 50 per cent of their total sales are made abroad and of this twenty-nine, more than half reported 75 per cent or more. Incidentally, these companies accounted for less than 5 per cent of the total value of exports.

In reported trends of export business, 41 per cent of the manufacturers indicated an increase in the years immediately preceding 1930; about 20 per cent a decrease and some 39 per cent no change. In

**Realtors—America's Homebuilders**

## Homebuilding Figures Show Sharp Upturn

"Residential contracts in Metropolitan New York up to Sept. 26 were 46% above the August rate and more than double the rate for September of last year," and . . . "Residential building contracted for in Northern Illinois during the first 16 business days in September showed a larger value than was reported for the entire month of August."

F. W. Dodge Corp. reports.

"The sharp rise in residential building contracts during September in New York's metropolitan area can also be traced in all of the 37 states east of the Rockies covered by reports to the F. W. Dodge Corp."

The Business Week, Oct. 15, 1930

The turn has come. Realtors are increasing their building activities. Their large scale operations are bringing the home and apartment market back to its position as the leader. Residential building promises an active market from now on. The public is buying homes. Realtors—America's Homebuilders—are ready. Are you? Sell Realtors and the home and apartment market now through the



**NATIONAL  
REAL ESTATE  
JOURNAL**



PORTER-BEDE-LANGTRY CORPORATION, PUBLISHERS  
139 N. Clark Street Chicago, Ill.

**T**HERE is available immediately an advertising agency executive whose unusual experience during the past fifteen years would qualify him in a small agency for the combined position of Treasurer, Accountant, Office Manager and Spacebuyer—or in a large agency for any one of them. (Incidentally, he has worked with both large and small agencies).

An agency now considering a reduction in overhead would find this man invaluable—since he has brilliantly demonstrated his ability to combine the jobs mentioned.

Or there may be several young and growing agencies who would like to employ him on part time to supervise the present accounting, or to install an accounting system and prepare the monthly financial reports.

Address "E," Box 225  
Printers' Ink

## *Fresh from 4 years of South America*



**T**HIS man will be an uncommon asset to some progressive organization in the development of its overseas advertising and promotion activities. Four years of "brass tacks" advertising work at the other end of America. Another two years in Europe. Fluent Spanish, middling French, rusty German. Good liberal education, of course.

He is an Anglo-Saxon New Yorker of 35, with 8 years of advertising (copywriter, asst. adv. mgr., adv. mgr.), prefaced by industrial shopwork and selling. Also former air pilot. Now employed, but for sound reasons ready for new duties whenever needed. No geographical ties. Present earnings, \$5,000. Might consider small investment. Interviews in New York.

Write, Box "R," 70, Printers' Ink.

thirty-three of the forty-five principal groups reporting trends, more firms indicated an increase than indicated a decrease. Such figures are interesting evidence that American exporting, prior to the present depression, at least, was on a steady upswing. The total value of exports reported by New England concerns was approximately \$196,000,000—a considerable volume of business and an indication that the figures from New England should give a fair picture of American exporting, at least among manufacturers on the Eastern seaboard.

\* \* \*

Your Schoolmaster sits with a book in his lap. Nothing extraordinary in that fact, except that this is a most unusual book. It is a collection of advertisements, all in the interest of one advertiser, and the public is paying money for the book!

Of course, when the name of the advertiser is divulged, there will not be so much surprise for his advertising has many admirers in the Classroom. The secret is out with the sub-title, "The Commentaries of Fortnum & Mason," by H. Stuart Menzies, who sends the Schoolmaster a copy from London.

These advertisements, in book form, sell for six shillings a volume, obtainable in the ordinary way in bookshops and on newspaper stalls. Does anyone question that this is the first time in the history of advertising that the public has willingly paid to read a bound volume of selling messages?

In its title, "Let's Forget Business," there is summed up the flank attack which Mr. Menzies shrewdly aimed at getting business. He visualized a series of direct-mail booklets as readable as something bought at a bookstore and he proceeded to violate every preconceived notion of what a direct-mail booklet should be like. Everything was sacrificed to pure fun. The public likes its fun and is willing to pay for it, as Fortnum & Mason have found with the aid of a book publisher.

\* \* \*

On the stationery of the Hotel Claridge, in Paris, William Sparks,

## Could 400 Women, with entrée to America's wealthiest homes, help you sell your product?

In every important city in the United States we have several experienced women who represent us in the sale of an exclusive, high priced line of goods appealing only to individuals and families of social importance and more than ordinary means. Our line is seasonal, leaving most of our representatives free for about six months of the year.

We believe some other manufacturer could profitably use our sales organization, thus keeping our

representatives busy throughout the year.

This is an excellent opportunity for someone, for we are definitely selling to the wealthiest families in America, whose buying is not affected by poor business conditions, as evidenced by the fact that this year we have the largest sales in our history.

The product to be sold by these women should preferably not be offered in retail stores, and it should be easily demonstrated or explained. Representatives work entirely on commission.

*Write, giving full information about your business and product. Interviews may be arranged later at our offices in New York, Chicago or Los Angeles.*

**Address "H," Box 228, Printers' Ink**

### The Lumber Dealer's Recommendation

is a powerful factor in the choice of building materials. Builders are slow to use the product he doesn't recommend. His approval can increase your sales. Sell him through his favorite paper—the

**American Lumberman**

Est. 1873

CHICAGO

A. B. C.

THERE ARE  
**64,000**  
English-Reading  
Families in St. Paul  
**91%** of them  
take the  
**St. Paul Dispatch**

YOU CAN

increase your sales through  
**WINDOW DISPLAYS**

We'll tell you how!

**Neighborhood Stores  
Display Service, Inc.**

509 S. Franklin St.

Chicago, Ill.

president of the Sparks-Withington Company, writes a chatty letter to his American trade. It's the sort of letter that one business associate might write to another, a gossipy epistle, distinctly informal and decidedly newsy. It's a letter that contains not a single line of direct selling talk; and yet—so it seems to your Schoolmaster—it is an effort in the direction of trade-contact that scarcely can fail to evoke a favorable reaction.

Of course, although it appears on the Claridge stationery, the letter has been quantity-produced; yet it looks, and sounds, like a personal communication from a friend traveling abroad. To sample the text:

Dear Friend:

You will no doubt be surprised to get a letter from me from this side of the Atlantic; but, in spite of the fact that I am extremely busy covering all the territory I am doing in a very limited time, I felt sure there were a number of friends that would take the time to read a letter if I could find the time to write one. So that is the only excuse for this epistle.

I landed in London a week ago yesterday and have already made London, Brussels, Malines, Amsterdam, Cologne, Munich and Paris; so you will admit I have been stepping some. A good part of it I have had to do by plane. . . .

There follow informative paragraphs on the condition of the radio industry in England and France—including the interesting sidelight that "some of the leading manufacturers told me that they are selling much higher-priced sets than ever before." Although he pays tribute to radio enterprise abroad, the maker of Sparton products confides that some of the European sets are "the highest polished things you ever saw," and some of the designs remind him of ice boxes. Cheerfully he concedes, however, that engineering and workmanship are "very high grade." He likes Holland and exclaims: "Say, you never saw so many aerials on the roofs of buildings in your life!" Then:

Well, I must quit this rambling letter, as I want to pay one more visit to the Paris show and then pack my grip and leave early in the morning for Milan, Italy. I probably won't get time, but if I do, I

# Advertising Agency Merger

There is an advertising agency located in New York City having a list of substantial clients. This agency is much impressed at this particular moment that the bringing together of one or more advertising agencies under one management could further the interests of each concern's customers and at the same time further their own. An agency whether located in New York, Chicago or elsewhere may be interested in seriously considering such a combination of forces. All replies would be most confidential.

Address "A. B. C.," Box 266, Printers' Ink



## W A N T E D

The heads of the syndicate department of this business want men of HIGH CHARACTER for their sales staff. Materials are of extraordinary merit, sold to specialized retailers. Splendid earnings are possible to men capable of selling through earnestly portraying the necessity of going after business by real advertising effort. Detailed letters will be kept confidential. Address:

**THE GEORGE A. BRITTON ADVERTISING COMPANY**  
62nd and Carnegie Ave. Cleveland, Ohio

## A SMALL AGENCY or an EXECUTIVE

seeking unusual experience and ability, will be interested in the record of accomplishment possessed by production and office manager of 25. Eight years training in agency procedure with large and small agencies. An efficient organizer and detail man. Has contacted and serviced small accounts.

**BOX "G," 227. P. I.**

## Magazine For Sale

Seventh year, running 45,000 copies monthly, 1928 net \$6,956; 1929, \$11,406. Leads its field. Readers enthusiastic. Sold all over North America. Publisher must give time to other business; will sell at price that should yield 50%.

**"E.M.S.," Care of Printers' Ink**

### CLASSIFIED ADVERTISERS! MAIL ORDER ADVERTISERS! AGENTS-SALESMEN ADVERTISERS!

Send for **FREE** copy of our NEW 1930 "Advertisers Rate and Data Guide." 42 page directory contains lowest display and classified rates and circulation of best producing magazines and newspapers. Valuable combinations. Other facts. Write today for your copy.

**E. H. Brown Advertising Agency**  
Dept. K, 140 S. Dearborn St., Chicago, Ill.

### RADIO MANAGER

of outstanding ability and proven success. Now with leading Advertising Agency. Am recognized as one of the most productive men in the field. Available NOW—"M," Box 80, P. I.

## BINDERS

To make the files of the Printers' Ink Publications more accessible we sell binders at cost. The Weekly holding seven to nine copies is \$1.25, postpaid, and the Monthly holding six copies \$2.00, postpaid. These binders are an attractive addition to any desk or library.

**Printers' Ink Publications**  
185 Madison Ave. New York

may drop you another line. Do you want me to? All right, I'll try to.  
Bonjour, my friend.

WILLIAM SPARKS.

Not a mention thus far of Spar-ton; nor does the letter writer mention the name until his post-script: "I am mailing about six thousand postal cards to the Spar-ton Scholarship Juniors who had signed up before I left home. W. S."

Your Schoolmaster suspects that this Sparks epistle to the Americans was just as unstudied and as spontaneous as it sounds. To the attention of the Class he commends its refreshing difference.

### Death of F. G. Tutton

Frederic G. Tutton, color photography expert who recently came from England to become associated with Plumer, Inc., Chicago commercial art firm, was killed recently by an automobile. He was a Fellow of the Royal Photographic Society and was well known for his color photography and his lectures and writings on the subject, having done considerable work for American advertisers and agencies.

### Elmer Lucken Joins Benton & Bowles

Elmer Lucken, who was with the former Robinson, Lightfoot & Company, Inc., New York, has joined Benton & Bowles, advertising agency, also of that city, as production manager. Russel Woodward, formerly production manager of Benton & Bowles, has been appointed account executive.

### William Carley with Addison Vars

William Carley, formerly with the Columbia Broadcasting System, Inc., has joined the staff of the Buffalo office of Addison Vars, Inc., advertising agency. He was also, at one time, advertising manager of the Tontine division of E. I. Du Pont de Nemours & Company.

### D. W. Coutlee with E. R. Squibb & Sons

Douglas Wakefield Coutlee, for three years advertising director of Plough, Inc., Memphis, Tenn., has become associated with E. R. Squibb & Sons, New York, as assistant to the first vice-president, Theodore Weicker, in an advertising and merchandising capacity.

### Death of C. T. Scott

Charles Thomas Scott, head of Scott's Advertising Agency, Boston, died last week in his sixty-seventh year. Before establishing his own business in 1917, he was with the Jordan Marsh Company.

## Commerce Department Issues Two Books

**T**WO books have recently been released by the Bureau of Foreign and Domestic Commerce, United States Department of Commerce. In the order of their release they are "A Commercial Survey of the Pacific Southwest," and "The United Kingdom."

The former is a book of some 650 pages. It furnishes complete statistical and factual information concerning the Pacific Southwest, starting with a historical background and then jumping into such matters as the territory's physical factors, agriculture and related industries, mineral industries, fisheries, population, transportation, trade areas and general market data.

The book is known as Domestic Commerce Series No. 37 and may be bought from the Superintendent of Documents, Government Printing Office, Washington, D. C., for \$1.85.

"The United Kingdom" is an even more ambitious work. It requires a total of over 900 pages to encompass all the material it presents. The introduction analyzes the economic and social changes that have developed in the United Kingdom in post-war days. The first chapter is concerned with production, costs and prices. Chapter two discusses labor, unemployment, wages and living costs. Next comes a report on the industrial structure of the empire and its efficiency. This is followed by chapters which, in an exhaustive way, analyze specific industries such as coal, electric power, housing, etc.

This book is also available at the Superintendent of Documents. The cost is \$1.75—10 cents cheaper than "A Commercial Survey of the Pacific Southwest" and you get 300 more pages for your money.

## Writing for Real Money

This book by Edward Mott Woolley gives his intimate experience as freelance advertising writer. Names and prices. Tells of small jobs to \$1000 fees writing narrative and fictionized advertising for booklets and display. Reveals a new vocation of written English. 144 pages. \$1.60 postpaid direct by mail.

Also his **FREE-LANCING FOR FORTY MAGAZINES**, autobiography of his writing experience. He lifts the curtain on the strange vocation of writing for publication. 320 pages. \$2.60 postpaid direct by mail.

**E. M. WOOLLEY ASSOCIATES**

Publishers

Passaic Park New Jersey



## Artist-Editor

Available as editor of house organ, as art editor or art director and layout man on publication, as assistant art director and typographer in advertising department or agency. Twenty years experience in unusual combination as artist—lettering, design, color—artisan, writer. Thoroughly familiar with all branches of graphic arts. Address "D," Box 221, care Printers' Ink.

## SELL MORE IN — PHILADELPHIA

OPPORTUNITY for enterprising advertising, publishing or manufacturing concern to secure selling executive able to produce sales commensurate with the possibilities of this fertile, growing district. Thorough advertising experience. Consistently successful record. Address "PA," Box 222, Printers' Ink.

## BRANCHING OUT...

Can you or your firm afford \$25 weekly to retain counsel of Woman Advertising Executive whose powerful sales letters and persuasive copy now pull over \$100,000 annual business? Branching out for myself permits me to offer my services to such firms demanding the unusual but whose limited payroll cannot meet the per annum of a producing advertising executive. Write "D," Box 224, Printers' Ink, 231 South La Salle St., Chicago, Ill.

**"GIBBONS knows CANADA"**

## Classified Advertisements

Rate, 75c a line for each insertion. Minimum order, \$3.75  
First Forms Close Friday Noon; Final Closing Saturday

### BUSINESS OPPORTUNITIES

**DESK SPACE WANTED BY FREELANCE ARTIST** in exchange for some work. Expert photo-retoucher, all-around color man, sketches and finished work. Box 888, Printers' Ink.

**PUBLISHING FIRM WITH THREE TRADE MONTHLIES** desires representation in territory East of Cincinnati and West of Pittsburgh. Prefer man located in Cleveland. Box 880, Printers' Ink.

**LIBERAL COMMISSION PAID TO ANYONE ABLE TO DIRECT PROCESSED-LETTER OR MAILING WORK** to letter shop. First-class work on jobs of any size. Box 878, P. I.

**A Rather Unusual Opportunity** for an advertising solicitor—all-around magazine man to take a third interest in a new trade monthly—virgin soil. Capital secondary. New York City. Box 893, P. I.

**WILL PURCHASE IMMEDIATELY ONE OR MORE TRADE OR CLASS MAGAZINES.** BOX 879, P. I.

**Established Sales Organization** operating in Westchester County and The Bronx desires a meritorious product. Exceptional opportunity to obtain honest and high-grade sales ability. Box 886, P. I.

**St. Louis Representative** for trade and industrial papers needs additional publications in both fields. Experienced advertising solicitor with plenty of contact will give you capable representation. Box 884, P. I.

### FOR SALE

**COMPLETE ELLIOTT EQUIPMENT FOR MAGAZINE MAILING.** BOX 895, PRINTERS' INK.

### AGENCY SPACE FOR ARTIST

Busy agency has splendid private office for one or two artists. Arrangement made to apply artwork against very modest rental. Call Vanderbilt 1045.

### PUBLICITY PAYS

With 100 trained correspondents we contribute features to 300 business journals. If we tell your story it will see print. Also sales booklets, letters, house-organs. J. J. Berliner & Staff, 1123 Broadway, New York.

**AM WILLING TO FURNISH FINANCIAL BACKING** and to develop a "SERVICE PROPOSITION," that can be sold to DEPARTMENT STORES, not interested in specialties, patents, or any kind of merchandise, 7 years of successful operation in this field; prefer established idea, but will also consider a practical new plan; am not a "curiosity seeker," so please give some explanation for appointment.

Box 950, SUITE 200  
TIMES BUILDING  
NEW YORK

**DYNAMIC MAIL ORDER ADVERTISING** prepared and placed in all magazines. Newspaper classified rate bulletin free. **MARTIN ADVERTISING AGENCY** 276P West 43rd St., N. Y. C. Est. 1923.

**SILK SCREEN DISPLAY CONCERN** WILL PURCHASE OR CONSIDER MERGER. NEW YORK CITY. PRINCIPALS ONLY. CONFIDENTIAL. BOX 894, PRINTERS' INK.

### SALES MANAGERS Can Become Distributors

Manufacturer of national reputation with large resources has an unusual opportunity for business men capable of organizing and managing efficient sales forces.

Exclusive agency in various counties and States now open on patented office specialty, revolutionary in scope, and greatly needed by industrial plants, public institutions, wholesale shippers and every office.

All sales financed by us until mutually satisfied of ultimate success. Then, small investment for stock of fast moving merchandise will be necessary. Large, permanent income assured on repeat business.

Only men accustomed to earning annually \$2,500 to \$4,000 and better, and who can meet above qualifications need apply. No attention to application unless qualifications, references, territory desired, etc., are furnished in confidence. Advise when you are ready to start. P. O. Box 72, Varick St. Sta., N. Y. C.

### EMPLOYMENT SERVICES

#### ● How To Better Yourself ●

Confidentially consult **Walter A. Lowen**, formerly with "C & H" and other 4A's. Attractive opportunities listed daily for experienced agency personnel. Register Free, 9-2 P.M. Vocational Bureau, Inc., 105 W. 40th St., N. Y. C. PENna. 5399.

General Managers, Sales Managers, Advertising Managers, Comptrollers, Treasurers, other important men have for twelve (12) years engaged us to negotiate new connections. **INDIVIDUAL CONFIDENTIAL.** Not an employment agency. Jacob Penn, Inc., 535 Fifth Ave. at 44th St. Established 1919.

**EXECUTIVES—CRAFTSMEN—JUNIORS—SECRETARIES—CLERICAL**

### Muncy Placement Service

280 Madison Avenue, New York City  
Caledonia 2611

Elizabeth Muncy for 10 years in charge of employment bureau of AAAA.

**HELP WANTED**

**WANTED—LIVE MAN, UNDER 35, WITH EXECUTIVE ABILITY** to tackle any job on a high-class weekly. Work for rapid promotion with ambitions to go to the top. Box 876, Printers' Ink.

**ASSISTANT SALES MANAGER**

for large and long-established toilet tissue and paper towel manufacturer located in New York State. Experience in paper industry preferred, but not absolutely essential. Write full particulars with view to arranging personal interview in New York City. Box 896, P. I.

**TYPOGRAPHIC SALESMEN**

We will pay about 8% more commission on your present accounts and about 10% more on new accounts. This typographic service is better equipped than the average. Ideally located. Our salesmen know of this advertisement. Box 897, P. I.

**STENOGRAPHER-EDITORIAL ASSISTANT**

for well-known trade publication. Requires understanding of magazine text layouts, selection and mounting of photographic illustrations, familiarity with trade statistics, including preparation of graphs. Opportunity for permanent, well-paid position to a young woman who is faithful and competent to assume charge of detail. Box 885, Printers' Ink.

**FULL OR SIDE LINE SALESMEN**

One of our clients desires good men to sell the finest, most beautiful, popular priced calendars with practically no competition. Specific appeal. Millions now being sold. This offers you an exceptional opportunity to make worthwhile money. Give full particulars—territory wanted by counties, experience, age, business affiliations, etc. Replies confidential. Present men know about this ad. Philip Morris Advertising Service, Inc. 1351 First National Bank Bldg., Dept. 6 Chicago

**MISCELLANEOUS**

**A NEW SIMPLIFIED WAY TO STUDY PRACTICAL ADVERTISING** at home. Learn easily, quickly—economically. Prospectus on request. Neal Bowman, Advertising Counselor, 1050 Drexel Bldg., Philadelphia, Pa.

**POSITIONS WANTED**

**ARTIST, A-1 PHOTO-RETOUCHER AND LETTERER, DESIRES POSITION.** Salary or free-lance basis. Fifteen years' experience. New York City. Box 882, Printers' Ink.

**TYPOGRAPHER**

4A agency experience. Printing background and sound knowledge of production. Box 891, Printers' Ink.

**SALES PROMOTION EXECUTIVE**

29, Christian. Exceptionally qualified by 10 years' diversified Sales, Sales Promotion and Advertising experience, to serve as Advertising Manager, Ass't Sales Manager, or Agency Contact. Has technical background, vision and creative ability. Present salary \$3,600. Box 892, P. I.

**ADVERTISING—SALES PROMOTION**

University graduate, age 28. Direct-mail plans, copy, and layouts that get results. 2½ years' successful record manufacturer rated AAAAA-1. Box 874, P. I.

**MAIL ORDER AND DIRECT MAIL**

analysis, plans, dramatic, pulling copy, human-appeal layouts; splendid experience getting coupon, agent, C.O.D. and direct sale results. Box 883, P. I.

**SALES PROMOTION**

writer; long newspaper experience; editor for 2 big corporations; now writes for 12 trade journals; college man, 35; full or part time. Box 890, P. I.

**PRODUCTION**

Layout, follow-up. Seasoned man with 8 years' experience in advertising and printing. Knows production, type, etc. Available on short notice. Box 887, P. I.

**SALES PROMOTION MANAGER**

Young woman with years of good experience and knowledge of advertising, newspaper work, radio, merchandising and research desires position with good concern. Excellent references. Box 881, P. I.

**D**OES this young woman's advertisement attract YOU? She desires permanent connection . . . her salary requirements are modest. Learn more of her 6 years' copy, layout and production experience by writing Box 875, P. I.

**YOUNG COLLEGE WOMAN**, single, five years as private and confidential secretary to president of specialty manufacturing company with close contact all branches of the organization; responsible, intelligent, tactful. Still employed above position. Best references. Box 877, P. I.

**ADVERTISING SALES PROMOTION EXECUTIVE**

12 years' diversified experience—4 years vice-president corporation specializing in building Sales for Nationally Known organizations; accustomed to handle difficult Merchandising problems, including Sales Campaigns, Sales Contests for Dealers, Salesmen and Public. Box 889, P. I.

## Retail Advertising Manager

Store doing over seven million annually.

Has made great progress during his presence there.

His present arrangement expires Jan. 1.

Is looking around.

Address

Box 873, Printers' Ink

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## Believe it or not— *this is* America's Finest Engraving Plant

As far as we know this is the only engraving plant in America that is organized in all departments according to accepted business standards. And this without taking any individuality out of the art. Engraving is an art.

Photo shows the conference room where the boys gather regularly to see how their stuff is printing, and to discuss ways and means to keep a jump ahead of advertising.

We believe that our responsibility does not end with the proof—that the proof is in the *printing*. That's what the advertiser is paying the big money for and that's why we are always trying to produce plates that will ring the bell in the publication.

### **COLLINS & ALEXANDER**

*America's Finest Photo-Engraving Plant*

65 East South Water Street • Chicago, Illinois



Automobile sales in September generally slump 20% under August.

But Bird-Sykes Company, distributors in the Chicago territory of Graham passenger cars and Paige commercial cars, concentrated their advertising during July, August and September in the Chicago Tribune and sales for September jumped 74.5% over August.

**Chicago Tribune**  
THE WORLD'S GREATEST NEWSPAPER

